

# PHASE IX

## STRATEGIC PLAN

### 2023-2028

“  
**Strengthening Africa’s Capabilities  
in Science, Technology, and  
Innovation for Sustainable  
Development**  
”



The African Technology Policy Studies Network (ATPS) is a trans-disciplinary network of researchers, private sector actors and policy makers promoting the generation, dissemination, use and mastery of science, technology and innovation (STI) for African development, environmental sustainability and global inclusion. ATPS intends to achieve its mandate through research, capacity building and training, science communication/dissemination and sensitization, participatory multi-stakeholder dialogue, knowledge brokerage, and policy advocacy.

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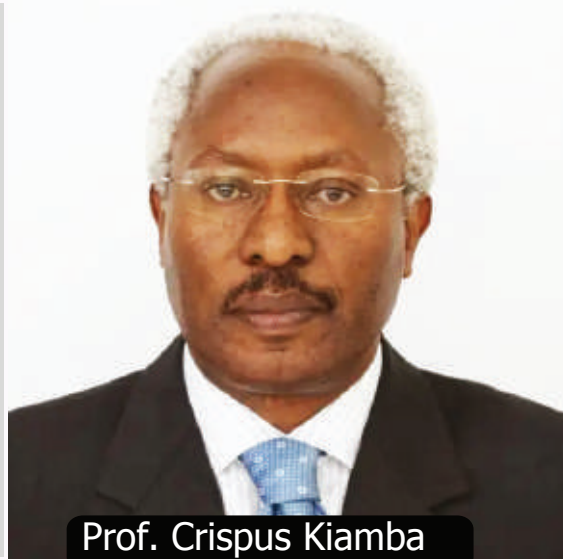
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# ACRONYMS AND ABBREVIATIONS

<b>AfDB</b>	African Development Bank
<b>AI4AFS</b>	Artificial Intelligence for Agriculture and Food Systems
<b>ATPS</b>	African Technology Policy Studies Network
<b>AU</b>	African Union
<b>CSP</b>	Climate Sense Program
<b>GESI</b>	Gender Equality and Social Inclusion
<b>KPIs</b>	Key Performance Indicators
<b>LLA</b>	Locally Led Adaptation
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MOUs</b>	Memoranda of Understanding
<b>NDCs</b>	Nationally Determined Contributions
<b>PAs</b>	Partnership Agreements
<b>SDGs</b>	Sustainable Development Goals
<b>STI</b>	Science, Technology, and Innovation
<b>UN</b>	United Nations
<b>UNEP</b>	United Nations Environment Program
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change

# Message from the Chairman



I am pleased to introduce the ATPS Phase IX Strategic Plan, which will shape our priorities and programs from 2023 to 2028. Over my two-year tenure as a member of the ATPS Board of Directors, I have witnessed remarkable progress and impact in ATPS's work across Africa and beyond. These achievements include the development of technologies and innovations addressing societal challenges and the facilitation of policy changes at national and regional levels to ensure socioeconomic development on the continent.

This strategic plan aims to build on the substantial gains already made by ATPS as the leading science, technology, and innovation (STI) policy research think tank on the continent. The plan reflects the interests and aspirations of ATPS's diverse stakeholders, including donors, development partners, policymakers, researchers, private sector actors, civil society, and the media at national, regional, and continental levels.

Informed by the needs and aspirations of our stakeholders, ATPS will focus on seven thematic priority areas and five strategic programmatic objectives over the next five years, aligning with our mission, vision, and objectives.

During this strategic phase (2023-2028), the ATPS work will focus primarily on seven thematic/sectoral priority areas including Agriculture, Food and Nutrition Security; Climate Change and Environment; Energy; Health; Creative Industries & Entrepreneurship; and Education & Technology. The five Strategic Programmatic Objectives are: STI policy research, policymaking, and advocacy; Training, sensitization, and capacity building; Youth and gender empowerment; Knowledge brokerage, management, and commercialization; and Intra-Africa and global collaboration and partnerships.

I am confident that with the new ATPS structure and network system, we will achieve even greater impacts in STI development in Africa through the initiatives outlined in this Phase IX Strategic Plan 2023-2028.

On behalf of the Board of Directors of ATPS, I extend my gratitude to all contributors involved in developing this plan. We sincerely rely on your support to achieve our overarching goals and objectives, strengthening Africa's capabilities in STI for sustainable development across the continent.

## Message from the Executive Director



Prof. Nicholas Ozor

I am thrilled to unveil the ATPS Phase IX Strategic Plan, a comprehensive roadmap guiding our work from 2023 to 2028. This plan arrives at a critical juncture, offering a timely framework to propel transformative development in Africa through Science, Technology, and Innovation (STI).

Developed through stakeholder consultations, the plan addresses key STI challenges facing Africa. It combines sectoral priority areas, encompassing Agriculture, Food Security, Climate Change, and more, with strategic programmatic objectives. These objectives include STI policy research, capacity building, and fostering collaboration across Africa and globally. Notably, the plan aligns seamlessly with the African Union's Agenda 2063, the Science, Technology and Innovation Strategy for Africa (STISA-2024), and the Sustainable Development Goals (SDGs). This alignment ensures our work contributes to the critical transformations underway on national, regional, continental, and global scales.

Over the next five years, the ATPS will focus on seven key thematic areas while implementing programmatic objectives that cut across all sectors.

To achieve our ambitious goals, we plan to leverage the strengths of our extensive network. This network comprises over 1500 members across 5 continents and 30 countries, including a vibrant diaspora presence in the USA, UK, and Australia. By capitalizing on this network's expertise, we aim to significantly enhance Africa's STI capabilities, propelling sustainable development across the continent.

We extend a heartfelt invitation to friends, donors, development partners, and all ATPS stakeholders to join us in implementing this strategic plan. Your core, thematic, and programmatic support will empower us to make a lasting impact on STI research, policy, and practice, ultimately fostering sustainable development in Africa. We remain steadfast in our commitment to deliver exceptional value for every initiative entrusted to us. This commitment is reflected in our leadership's proven track record, with the ATPS being ranked the best Think Tank in Africa for two consecutive years by the Global Go To Think Tank Index Report.

“  
Together, through this strategic plan, we can harness the power of STI  
to unlock Africa's full potential.”



# EXECUTIVE SUMMARY

This ATPS Strategic Plan Phase IX for 2023-2028 addresses the evolving needs and aspirations of ATPS stakeholders, aligning its strategic priorities and programs with continental and global development agendas within a constantly changing science and innovation space. This strategic plan was developed through interactive, participatory, and consultative processes, integrating inputs from stakeholders across the ATPS network in Africa and overseas. A pivotal Stakeholders' Forum held on 29 November 2023, in Nairobi, Kenya, facilitated the harmonization of these inputs into a comprehensive plan.

This strategic plan is aligned with the African Union's Agenda 2063, which identifies science, technology, and innovation (STI) as critical drivers for achieving the continent's development goals. The plan supports the implementation of the 10-year Science, Technology, and Innovation Strategy for Africa (STISA-2024), part of the long-term African Union Agenda focused on STI-driven sustainable development and economic transformation. STISA-2024 emphasizes building a knowledge-based economy through enhanced technical and professional competencies, robust research infrastructure, thriving innovations, and a conducive policy environment.

Furthermore, the ATPS plan aligns with the global United Nations' Sustainable Development Goals (UN-SDGs), which encompass economic, social, and environmental dimensions of development, highlighting the interlinkages necessary for achieving sustainable development. These goals are encapsulated in 17 interlinked objectives with specific targets and indicators highlighting a transformative agenda for Africa.

The ATPS Strategic Plan is designed to be smart, durable, and forward-looking, with significant potential to impact socio-economic development at individual, institutional, national, regional, and continental levels. The plan aims to achieve several key outcomes through STI research, policy, and practice interventions.

These outcomes include increased R&D expenditures in priority sectors (Agriculture, Food and Nutrition Security; Climate Change and Environment; Energy; Health; Creative Industries & Entrepreneurship; and Education & Technology), evidence-based research informing policy and decision-making, enhanced capacity in STI across all levels, and technological advancements addressing societal challenges such as hunger, unemployment, poverty, climate change, and diseases. Additionally, the plan seeks to empower youth and women, foster stakeholder interactions and knowledge exchange, support start-ups and entrepreneurs, and promote integration, collaboration, and partnerships among STI institutions across Africa. The plan also aims to provide a framework for the expansion of ATPS's successes in previous and current programmes for enhanced impact in its coverage locations.

To implement its Phase IX Strategic Plan, ATPS will collaborate with like-minded institutions and partners. It has already signed various Memoranda of Understanding (MOUs) and Partnership Agreements (PAs) with institutions in Africa and beyond to support thematic priorities, programs, and projects. Moving forward, ATPS will continue to forge partnerships that enhance its mission and objectives, ensuring the successful implementation of its strategic plan from 2023 to 2028.



# 1 OVERVIEW OF THE ATPS



## MISSION STATEMENT

To improve the quality of science, technology, and innovation (STI) systems research, policy, and practice by strengthening the capacity for STI knowledge generation, dissemination, and use for sustainable development in Africa.

## VISION STATEMENT

To use Science, Technology and Innovation (STI) as a means for achieving sustainable development in Africa

## OVERALL OBJECTIVE

To build Africa's capabilities in science, technology, and innovation for sustainable development

# HISTORY OF ATPS

During the 1980s, Africa saw the rise of two key networks: the Eastern and Southern Africa Technology Policy Studies (EATPS) and the Western Africa Technology Policy Studies (WATPS). By 1994, the African Technology Policy Studies (ATPS) network was inaugurated as a secretariat within the International Development Research Centre's East and Southern Africa Regional Office. In 2001, ATPS evolved into an independent international entity with diplomatic recognition in Kenya, dedicated to interdisciplinary science, technology, and innovation (STI) initiatives aimed at propelling African development. Maintaining its commitment to STI, ATPS transitioned into a "knowledge for development" network across the continent. Our initiatives are executed through our members in National Chapters, which are present in 30 countries, including 27 in Africa and 3 Diaspora Chapters in Australia, the USA, and the UK. ATPS stands out for several reasons: It's not just Africa's leading STI body but also distinct in its membership diversity, organizational framework, and operational endeavours. Currently, ATPS boasts a membership exceeding 5,000 individuals, spanning 51 nations across five continents. As Africa's foremost STI body, it has been instrumental in integrating STI into the continent's development policy discussions, aiding numerous African nations in crafting and executing STI policies.

## Our Value Proposition

We execute our vision and mission statements by offering the following key services to our clients and partners, in both the public and private sectors:

### **STI Policy Research, Policymaking and Advocacy**

- Conduct sponsored studies to identify the STI policy environment of national, sub-regional, and regional governments;
- Undertake collaborative STI policy research that addresses specific policy gaps in selected countries and sectors;
- Facilitate the STI policy development process as well as the removal of policy barriers that prevent the uptake of innovations in African countries;
- Prepare a bi-annual report on the status of STI capacity and policies in African countries; and
- Develop programs and train policymakers on the best practices and techniques for conducting effective policy research to gather and analyse data and evidence used as the basis for policymaking.

### **Training, Sensitization, and Capacity Building**

Undertake training on broad range of STI subjects identified with stakeholders including:

- STI policy research methodologies, policymaking/policy formulation processes, indicators, instruments, and linkages;
- Policy influencing approaches including how to write policy briefs;
- Effective science communication skills; resource mobilisation and grantsmanship competence;
- Support for science, technology, engineering and mathematics education in institutions of higher learning in Africa and through exchange programmes in other institutions abroad;
- SME business start-up development and Social entrepreneurship;
- Technology transfer and extension service systems;
- Intellectual property rights, access and benefit sharing; and
- Climate change adaptation, mitigation and green growth concepts and best practices; etc.

## **Youth and Gender Empowerment**

Through participation in ATPS's:

- Youth and Women Innovation Challenge Program designed to identify STI initiatives by Africa's Youth and Women with the potential for having commercial or social impacts, and require support, financial and otherwise;
- Youth and Women Social Entrepreneurship Program designed to mobilize and build social entrepreneurship skills and support small social business start-ups in liaison with social entrepreneurship initiatives;
- Youth and Women Internship and Mentorship Program designed to facilitate and encourage graduates from Africa and the rest of the world to gain valuable international development work experience in STI;
- Youth and Women Post-Doctoral Fellowships and Staff Exchange Programs designed to support youth and women in their early careers to sharpen their skills in STI policy research and development work in Africa;
- Youth Social Innovation Camps designed to enhance peer-to-peer innovation and entrepreneurship skills among young School leavers preparing them to become entrepreneurs and employers of labour rather than Job Seekers; and
- African Youth and Women in STI Congress designed to convene African youth and women to chart a proactive way of harnessing their potential for sustainable development.
- Career enhancement and professional development initiatives for youth and women through strategic partnerships with industry partners.

## **Knowledge Brokerage, Management and Commercialization**

- Convene international fora that bring together knowledge developers and knowledge users to interact, share, network, and jointly design sustainable solutions to Africa's key challenges through STI;
- Conduct sponsored studies on countries' readiness for client- specified innovations and technologies;
- Facilitate the creation of enabling policy environments for the thriving of entrepreneurship development and promote

the adoption of innovative technologies for solving Africa's key challenges;

- Providing strategic advice and support of research to impact project development and delivery with research partners, especially African universities.
- Liaise with other development partners to support local STI initiatives through innovation incubation programs, start-ups, and upscaling of innovations;
- Advocate for cooperation to enhance effective technology transfer between African countries and other developed economies.

## **Intra-Africa and Global Collaboration and Partnerships**

- Joint participatory Dialogues with science experts, policymakers, private sector actors and civil society on selected STI issues;
- STI skills mobility programs to encourage staff sharing and short-term sabbaticals for leading
- STI experts in African universities and in partner institutions globally;
- Professorial Chair in selected universities, government ministries and private sector institutions for enhanced public-private sector partnerships to put research findings into use;
- International conferences/workshops/policy round tables for effective peer review, deployment and up-scaling of STI policy research outputs and policy recommendations; and
- Public-Private Sector Partnerships Programs for linking STI policy research with industry actors and policymakers.
- Strategic partnership with reputable overseas institutions on project development and delivery in which ATPS serves as a pan-African partner to enhance the intra-Africa collaboration within the projects.



Some of the partners with whom we have worked include the African Union Commission (AUC), the African Development Bank (AfDB), New Partnership for African Development (NEPAD), African Regional Economic Communities (RECs), national governments, Universities and Higher Education Institutions; Private Sector Actors and Practitioners at the grassroots including youths and women, extension agents, farmers and community-based organizations, as well as the media. We continue to provide services and value for money for our development partners and donors some of whom are listed below in **Table 1**.

### Scope of services offered to our customers and partners

Our organization offers a comprehensive array of services aimed at supporting our customers and partners within the science, technology, and innovation (STI) sectors. These services are designed to address various aspects of STI development and implementation, ensuring that our stakeholders can effectively contribute to and benefit from advancements in these areas.

**Policy Advocacy** is at the core of our efforts, where we work closely with existing institutions to facilitate the development of STI policies. We focus on formulating integrated and coordinated policies that drive the adoption of technologies and innovations, ultimately leading to socio-economic transformation. Our goal is to translate STI knowledge into actionable policies, create conducive governance conditions, and establish robust institutions that promote responsible innovation development and implementation.

Through **Knowledge Brokerage**, we bridge the gaps among key actors in the STI valorization chain, including scientists, policymakers, private sector entities, civil society, local communities, and the media. This service aims to encourage effective knowledge and technology sharing while providing independent assessments of countries' policy status and their readiness for the adoption, deployment, and scaling of innovative technologies.

We also emphasize **Capacity Building** by offering training and upskilling at the individual, institutional, and systemic levels. Our capacity-building initiatives are designed to enhance the understanding and deployment of STI at various levels, contributing to sustainable development across the board.

In addition, we conduct **Market Scoping Studies** to identify the policy environment within a country that could either enable or constrain proposed business operations. These studies provide valuable insights for businesses looking to establish or expand their operations in new markets.

To further support businesses, we offer **Status Reports** on the policies of various African countries. These reports provide detailed information on the regulatory landscapes, helping businesses navigate the complexities of operating in different regions.

Our role as Policy Advocates extends to advocating for laws and policies that facilitate business operations in selected African countries. We actively work to create a favorable policy environment that supports the growth and sustainability of businesses.

For businesses looking to establish operations, we offer a **Country Ranking** service that evaluates and ranks countries based on the availability of raw materials, infrastructure, and manpower required for their specific business needs. This service assists businesses in making informed decisions about where to invest and operate.

We also provide **Training and Sensitization (T&S)** services to enhance both individual and organizational skills, ensuring the effective assimilation and adoption of technologies and innovations associated with identified businesses.

In our commitment to **Youth and Gender Empowerment**, we collaborate with partners to support programs aimed at creating jobs,





*Prof. Nicholas Ozor, the Executive Director of the African Technology Policy Studies Network (ATPS) among African Experts on the taskforce and drafting team for the development of the 10 years Science, Technology, and Innovation Strategy (STISA) 2034 for Africa.*

wealth, and self-sufficiency for youth and women. These initiatives are designed to foster inclusive growth and development. Finally, we prioritize **Collaboration and Partnerships** by supporting and working with multilateral and international agencies, private sector companies, and academic institutions. Our collaborative efforts are focused on identifying and fostering developmental initiatives in selected STI priority sectors, including agriculture, food and nutrition, energy, climate change and environment, and health innovations.

Through these services, we aim to provide our customers and partners with the tools and support they need to succeed in their respective fields, driving progress and innovation across the continent.

### **Our Approach**

Since our establishment in 1994 as the premier STI policy research network in Africa, the ATPS has continually impacted Africa's STI development on many fronts:

**Facilitating the development of STI policies of regional and national governments in Africa:** through a series of

policy research and advocacy actions, the ATPS has facilitated the development of STI policies and strategies in many African countries including Nigeria, Ghana, Kenya, Benin Republic, Lesotho, Uganda, Tanzania, Malawi, Ethiopia, Cameroon, Liberia, Swaziland, and Zimbabwe among others.

Our approach in the implementation of our strategy is to work together with our stakeholders and clients in identifying and designing sustainable solutions to Africa's key challenges using science, technology, and innovation interventions.

We plan to work with the researchers, policymakers, private sector, civil society, media, and our development partners to co-produce knowledge that addresses Africa's problems using STI (transdisciplinarity). We will ensure that all our programs and interventions are:

- Fully embedded into Africa's social, economic, and political realities
- Effectively engage all relevant actors in the innovation system Implemented to achieve value for money at least cost administration ratios

- Achieving desired products and impacts on target beneficiaries and society at large
- Influencing and informing public policies based on cutting-edge STI interventions
- Increasing the capacity of ATPS stakeholders to perform their roles in STI developments
- Leading to the deployment of technological knowledge to address societal needs
- Brokering the sharing of knowledge and technology transfers within and outside Africa

## Our Achievements

Since our establishment in 1994 as the premier STI policy research network in Africa, the ATPS has continually impacted Africa's STI development on many fronts:

**Facilitating the development of STI policies of regional and national governments in Africa:** through a series of policy research and advocacy actions, the ATPS has facilitated the development of STI policies and strategies in many African countries including Nigeria, Ghana, Kenya, Benin Republic, Lesotho, Uganda, Tanzania, Malawi, Ethiopia, Cameroon, Liberia, Swaziland, and Zimbabwe among others.

The ATPS contributed inputs towards the development and implementation of the Consolidated Plan of Action (CPA) of the African Union. As an accredited institutional member of the African Union Commission (AUC) the ATPS provides inputs to the Specialized Technical Committee on Education, Science and Technology (STC-EST) of the AUC. The ATPS also developed the first-ever African Manifesto for Science, Technology, and Innovation that provided a roadmap for attaining socio-economic development in Africa through investments in science, technology, and innovation.

Policy research, capacity building and outreach: the ATPS has supported the conduct of policy research endeavours in over 30 countries in Africa in the areas of agriculture, energy, climate change and environment, health, intellectual property rights, etc.

These research interventions have generated tremendous knowledge products for

decision-making in those countries. The ATPS capacity building program has trained researchers, policymakers, private sector actors, civil society, extension agents, farmers, the media and many more, and enabled them to accomplish desired goals and objectives for sustainable development in Africa. We have commissioned and completed over 120 STI research projects; published over 500 research papers and reports including some global and regional reports; developed three training manuals on different areas of STI including STI policy manual, entrepreneurship training manual and Intellectual Property training manual; trained over 1000 different stakeholders of the ATPS; engaged over 5000 ATPS stakeholders in various events in Africa and beyond; conducted over 50 training workshops; signed over 25 MOUs; developed new project partnerships with other like-minded institutions across Africa and beyond; and launched 2 youth and gender programs - The Youth Innovation Challenge (Y I CAN) and Women Innovation Challenge (WE CAN) programs with 24 innovation challenge grants awarded among many others.

Ranked as the Best Think Tank in Africa: For many years now, the ATPS has consecutively been ranked by the Global Go To Think Tank Index Report as the best think tank in Africa (getting the highest number of rankings as well as ranking first in more categories). The ATPS received an "AAA Grade" for its effectiveness and efficiency in an external evaluation funded by the Ministry of Foreign Affairs of the Netherlands appears to be supported by the available documentation. This evaluation, conducted by the Ministry's Policy and Operations Evaluation Department (IOB), emphasized both effectiveness and efficiency as core criteria for assessment.

Furthermore, IOB evaluations typically involve input from various stakeholders and are intended to ensure accountability and enhance policy implementation. Additionally, the ATPS has demonstrated positive financial responsibility in its annual audits, consistently meeting its financial obligations, which aligns with its high evaluation score [1].

[1]<https://english.iob-evaluatie.nl/publications/reports/2012/07/01/366---iob-evaluation-insights-rural-water-and-sanitation-assessing-impact>



# 2 SITUATIONAL ANALYSIS AND ASSESSMENT



## 2.1 Internal Analysis

### 2.1.1 Organizational Structure and Governance

ATPS is governed by a Board of Directors and managed by an Executive Director, supported by departments focused on research, training, partnerships, and administration. This structure ensures strategic oversight and operational efficiency. The Governance Structure adapted a Regional Secretariat with a less hierarchical line management structure – managed by a Secretariat Management Committee (SMC).

The Secretariat is led by a Secretariat Management Committee (SMC) chaired by the Executive Director. The SMC comprises the Executive Director (ED); Director of Research, Training and Communications (DRTC); Finance and Administration Manager (FAM); the STI Policy/National Chapter Liaison Officer (STIP/NCLLO); the Senior Secretary/Programs Administrative Assistant (SSPAS) who is the Secretary to the SMC, and any other Senior Staff that may be appointed by the Executive Director, from time to time. The SMC provides strategic intellectual and administrative direction to the Secretariat and regional activities of the ATPS, in liaison with the ATPS National Coordinators' Regional Council. The SMC meets regularly to review the activities of the Network for effective continuous monitoring and control and inputs into

the network management decisions. Where the SMC fail to reach an agreement on specific management decision, the ED shall consult with the Executive Administrative Board Committee accordingly and/or use his discretion as per the provisions of the ATPS Human Resource Policies and Procedures Manual. ATPS is governed by a Board of Directors and managed by an Executive Director, supported by departments focused on research, training, partnerships, and administration. This structure ensures strategic oversight and operational efficiency. The Governance Structure adapted a Regional Secretariat with a less hierarchical line management structure – managed by a Secretariat Management Committee (SMC).

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The SMC comprises the Executive Director (ED); Director of Research, Training and Communications (DRTC); Finance and Administration Manager (FAM); the STI Policy/National Chapter Liaison Officer (STIP/NCLLO); the Senior Secretary/Programs Administrative Assistant (SSPAS) who is the Secretary to the SMC, and any other Senior Staff that may be appointed by the Executive Director, from time to time. The SMC provides strategic intellectual and administrative direction to the Secretariat and regional activities of the ATPS, in liaison with the ATPS National Coordinators' Regional Council.

The SMC meets regularly to review the activities of the Network for effective continuous monitoring and control and inputs into the network management decisions. Where the SMC fail to reach an agreement on specific management decision, the ED shall consult with the Executive Administrative Board Committee accordingly and/or use his discretion as per the provisions of the ATPS Human Resource Policies and Procedures Manual.

### 2.1.2 The Secretariat

The ATPS Secretariat is headed by the Executive Director (ED) who is the secretary to the Board of Directors. The ED is supported in running the organisation by a management team made up of the heads of departments. The Research department is headed by the Programme Manager who also works closely with the other departmental heads in fundraising and implementation of projects.

The Post-Doctoral Research officers and the Research Officers are assigned projects and duties and work under the supervision of the ED and the Programme Manager. From time to time, research interns are recruited to support project implementation and to perform specific tasks as the case may be. Equally, the Finance and Administration and the Communication and Outreach departments have Officers and Assistants who are also supported by Interns from time to time. The Finance and Administration Department also has the Secretary to the ED, the Logistics Officer/Driver as well as the other support staff.

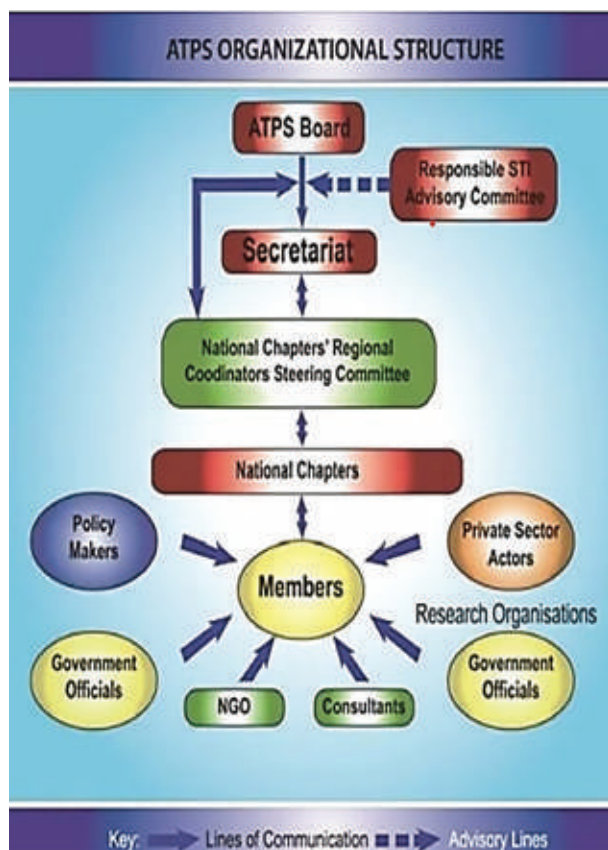


Figure 1: ATPS General Organisational Structure

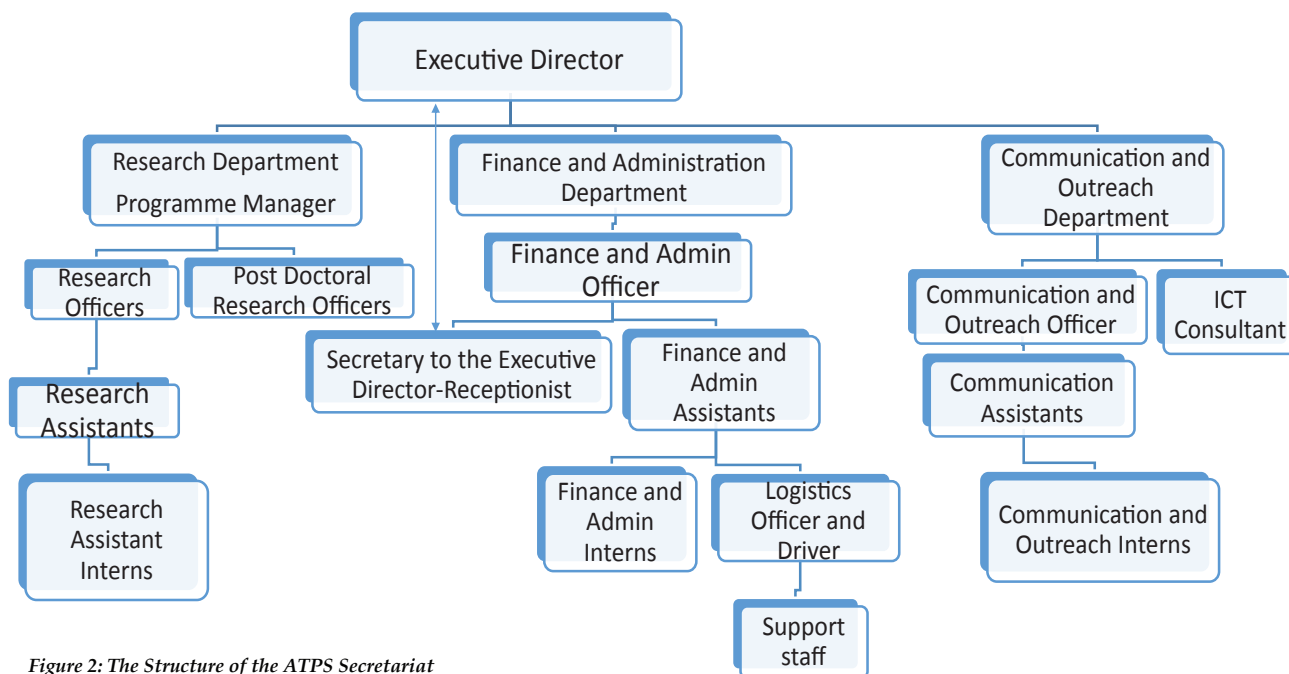


Figure 2: The Structure of the ATPS Secretariat

## 2.2 SWOT Analysis

A SWOT analysis of the ATPS, based on the last evaluation report of the organization on the effectiveness and efficiency of its implementation activities was conducted in 2023 with all ATPS network members, ATPS stakeholders and National chapter coordinators involved. The ATPS were also actively involved in the evaluation and provided very useful information that could be used to move the institution forward. The SWOT analysis is presented in Table 15.

### Strengths

The African Technology Policy Studies Network (ATPS) has several strengths that position it as a leading organization in the realm of Science, Technology, and Innovation (STI) policy. ATPS boasts a well-established networking structure, being the only African organization focused on STI policy issues with a strong presence in 27 African countries and three chapters in the diaspora (Australia, UK, and USA). This extensive network is supported by effective management frameworks that operate transparently, ensuring institutional effectiveness.

The organization also demonstrates program cost-effectiveness, achieving significant research and policy impacts at minimal costs. ATPS has built an excellent international profile, enjoying full diplomatic status in Kenya and maintaining strong institutional partnerships across Africa, Europe, America, and Asia. These relationships provide access to global knowledge communities, aiding in the implementation and peer review of its initiatives. The organization is further bolstered by strong leadership and the selfless commitment of its board, secretariat, and national chapter coordinators. With a trans-disciplinary and multi-sector membership that includes academia, policymakers, the private sector, civil society, and the media, ATPS has a good track record of achievements. It has consistently been ranked as the best think tank in Africa and has effectively engaged diverse stakeholders in STI research, policy, and



practice. The organization has also played a key role in facilitating STI policy development across various African countries and contributing to global STI debates, including the development of significant global and regional reports.

### Weaknesses

ATPS faces several weaknesses. Despite its reach, ATPS has yet to establish national chapters in all sub-Saharan African countries, a gap that limits its influence on intra- and inter-regional STI policy-making. The organization also suffers from a lack of core institutional funding to support administrative costs at both the regional secretariat and national chapter levels. This funding gap leads to excessive workloads for secretariat staff and pro-bono work by national chapter coordinators, who are often overworked and undercompensated. The lack of adequate core funding also results in insufficient institutional and systems support for national chapters, hampering their ability to respond to STI policy needs effectively.

Additionally, the organization struggles with securing adequate resources to fund programs that address the STI policy needs of its member countries. Support from national governments

is inconsistent, with budget constraints in many African countries limiting their ability to contribute to ATPS activities. Although Nigeria and Kenya provide significant support, there is a need for other African governments to step up their contributions.

### Opportunities

Opportunities for ATPS include the increasing interest in STI policy research in developing countries and the potential to strengthen its funding portfolio. However, this potential is not fully harnessed due to low participation in fundraising efforts by national chapters. ATPS is actively working to build the capacity of National

Chapter Coordinators to engage in fundraising at the national level, complementing the fundraising efforts of the Regional Secretariat Management.

### Threats

Threats to the organization include the growing shift towards thematic research funding by donors, which has led to diminishing core institutional funding. This shift threatens the core STI policy advocacy work that ATPS undertakes. Additionally, the organization faces increased competition for donor funding, which could further strain its resources and ability to fulfill its mission.

## 2.2 Organisational Theory of Change

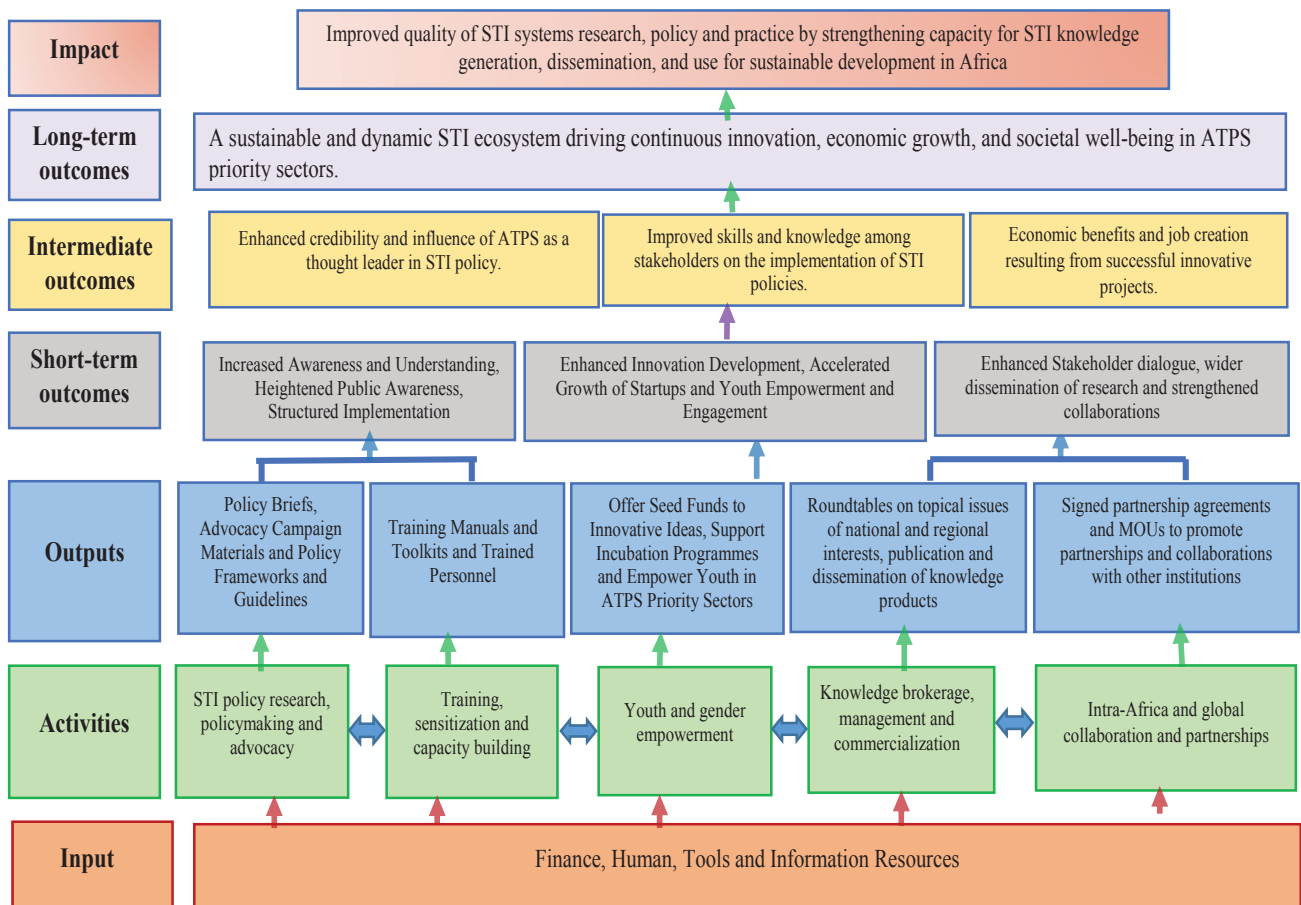


Figure 3: Organisational Theory of Change



# 3 ATPS PHASE IX STRATEGIC PLAN FOR 2023-2028



The ATPS Phase IX Strategic Plan, 2023-2028 will continue to build upon the numerous gains and achievements recorded during the previous years. ATPS will continue to sustain integrity and expertise in STI policy research, policymaking and implementation as well as capacity building, knowledge brokerage, youth and gender empowerment, and intra-Africa and global collaborations. These roles have earned ATPS's position as Africa's premier STI policy research network with numerous national, regional and global awards to prove it. During this strategic phase, ATPS's interventions will be implemented through a two-pronged approach:

**Table 1: ATPS Thematic Priority Sectors and Programmatic Strategic Objectives**

	<b>Thematic/Sectoral Priority Areas</b>		<b>Programmatic Strategic Objectives</b>
1.	Agriculture, Food and Nutrition Security	1.	STI policy research, policymaking and advocacy
2.	Energy	2.	Training, Sensitization and Capacity Building
3.	Climate Change and Environment	3.	Youth and Gender Empowerment
4.	Health	4.	Knowledge brokerage, management and commercialization
5.	Education and Technology	5.	Intra-Africa and global collaboration and partnerships
6.	Creative Industries and Entrepreneurship		
7.	Digital Economy and ICT		

While prioritizing its main thematic priority areas and strategic programmatic goals, ATPS remains open to considering and, when feasible, supporting client-funded projects outside these specified areas and objectives. These projects must align with the STI mandate outlined in ATPS's vision and mission statements. Below, you will find a summary of the thematic and programmatic objectives, along with their specific aims, strategies for achievement, and expected outcomes.

### 3.1 Thematic/Sectoral Priority Areas

#### Priority Sector 1: Agriculture, Food and Nutrition Security



Africa is currently grappling with an escalating food security crisis, making it imperative to address this issue urgently. Nearly 282 million people in Africa (about 20 percent of the population) are undernourished, an increase of 57 million people since the COVID-19 pandemic began. More than a billion people are unable to afford a healthy diet. Around 30 percent of children are stunted because of malnutrition. The second UN Sustainable Development Goal (SDG 2) aims to "end hunger, achieve food security and improved nutrition, and promote sustainable agriculture." To achieve this, it is essential to enhance the connection between agricultural productivity and nutritional improvement, ensuring year-round access to sufficient and safe food for all.

Given that Africa possesses approximately 600 million hectares of uncultivated arable land, accounting for about 60% of the global total, the continent's strategy to overcome the food crisis must prioritize increasing agricultural output and intensifying production and value chains. Challenges such as high investment costs in equipment, input materials, and infrastructure result in higher production costs, making local products less competitive compared to imports. Additionally, issues like post-harvest losses and lack of value addition contribute significantly to food insecurity. Addressing these challenges requires robust STI interventions to achieve SDG 2, along with SDGs 1, 9, and 12.

Aligned with the African Union's (AU) STISA 2024 priority to eradicate hunger and achieve food security, ATPS is committed to contributing significantly to this continental goal.

In January 2013, African Union Heads of State and Government, alongside international organizations, civil society, the private sector, cooperatives, farmers, youth, academia, and other partners, adopted a Declaration to end hunger in Africa by 2025. ATPS's participatory strategies align with the AU's approach, ensuring collaborative efforts towards this key objective, in line with SDG 17, which emphasizes the importance of strategic partnerships in order to achieve any and all the SDGs. The AU also highlights that processing, conservation, and distribution of agricultural products extend beyond rural and agricultural development, necessitating a concerted STI intervention—a core aspect of the ATPS strategy and expertise.

The ATPS plans to identify or facilitate the development of appropriate innovations to enhance productivity and resilience, reduce waste and environmental pollution, and improve value addition across the agricultural value chain from farm to table. Focus areas include innovations in farming systems and technologies, biotechnology (such as seed and livestock technology/genetics), yield enhancement and loss control (e.g., fertilizers and pest control), farm/food waste management (anaerobic digestion through eco-innovation) and social innovations like farm information management systems and Information and Communication Technologies (ICTs) (e.g., smart mobile phones, satellite data, Geographic Information Systems (GIS), etc.). These efforts align with the 2030 SDG 2 targets, which aim to end hunger and malnutrition, increase food access for the poor and indigenous populations, double agricultural productivity and income, and ensure sustainable food production systems and resilient agricultural practices.

Already, ATPS is currently promoting the wide-scale adoption of the LandPKS mobile app technology in Africa on the back of the continent's expanding mobile data penetration. The technology is a community-driven app that enables users to instantaneously access climatic and soil information and interpret them in the context of local conditions and values, including crop preferences in real-time. Users are able to target investments on land for specific purposes such as specific crop choices for specific soils.



With knowledge on annual average rainfall and temperature, aridity index, soil types, among others, farmers are able to plan their farming enterprises adequately to avoid losses due to climate variability and hence improve agricultural productivity and climate change resilience therefore promoting sustainable development. See the detailed description of the LandPKS in ANNEX 1. ATPS is also promoting another flagship project “Linking Agriculture and Nutrition Value Chain for Improved Health Outcomes (LANHO)” and seeks support for its implementation. ANNEX 1 also shows an initiative that is tapping into the latest technology and use of Artificial Intelligence (AI4AFS) to enhance food security and food systems in Africa.

Table 2 shows the specific objectives, strategies for implementation and the expected outcomes from the implementation of agriculture, food and nutrition thematic priority.

Across African universities, the faculties of agriculture constantly churn out hundreds of thousands of agricultural graduates but less than 20% of agricultural graduates from African universities do anything agricultural. Meanwhile, there is a huge gap in supporting small-scale farmers in agricultural extension services. During this strategic phase, ATPS will aim to bridge the gaps between learning agriculture and using that knowledge for productivity.

**Table 2: Specific objectives and outcomes under the agriculture, food and nutrition thematic priority**

Specific Objective	Strategies	Expected Outcomes
1. Undertake and support transdisciplinary research to generate new technologies and innovations for agriculture, food and nutrition	<ul style="list-style-type: none"> <li>• Commission transdisciplinary research studies in the selected fields</li> </ul>	<ul style="list-style-type: none"> <li>• More available and accessible technologies and innovations for enhancing productivity and nutrition</li> </ul>
2. Identify and deploy new disruptive technologies and innovations for increasing agricultural productivity and value addition	<ul style="list-style-type: none"> <li>• Research and scoping studies</li> <li>• Sensitization and Capacity building</li> <li>• Policy advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• Improved food production, processing and utilization</li> <li>• Favourable policy environment for investment</li> </ul>
3. Bridging the gaps between agricultural education and small-scale farmers (SME) extension services	<ul style="list-style-type: none"> <li>• Commission projects and programmes where agricultural graduates are mandatory extension service providers to small scale rural farmers.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased extension services in the agricultural space in Africa.</li> <li>• Increased youth employability and integration of trained agricultural personnel and enterprise.</li> </ul>

## Priority Sector 2: Energy



In 2010, the McKinsey Global Institute (MGI) described the potential and progress of African economies as "lions on the move." Despite the subsequent collapse of global commodity prices and political shocks, Africa's economic growth has remained resilient especially when other global economies struggled significantly. Between 2000 and 2010, Africa achieved an average annual GDP growth of 5.4%, adding \$78 billion annually to its GDP in 2015 prices. In more recent years, the continent has continued to show steady economic progress. For instance, in 2022, Africa's GDP grew by 3.8%, and projections for 2023 and 2024 suggest an average growth rate of around 4%, which outpaces the global forecast and other continental economies. However, the energy supply across the continent has not kept pace with this economic growth. Africa faces significant energy poverty and a huge deficit, with approximately 600 million people lacking access to electricity and about 900 million relying on traditional biomass for cooking.

This lack of access to modern energy services, such as electricity and clean cooking facilities, hampers sustainable socioeconomic development and this is particularly problematic in rural Africa. In 2022, only about 48% of the Sub-Saharan African population had access to electricity, but this figure is expected to rise to

about 57% by 2030. Addressing this energy deficit is crucial. Promoting renewable energy sources, such as solar photovoltaic systems, can significantly improve energy access, particularly for off-grid communities. This would facilitate rural development, reduce greenhouse gas emissions, and support the continent's broader sustainable development goals.

In this plan, we will deliberately promote the generation, dissemination, and use of renewable energy resources in the form of solar, biomass, geothermal, wind, and hydro in order to increase energy access, reduce energy poverty, reduce greenhouse gases (GHGs) emission, thereby attaining the Sustainable Development Goals (especially Goals 4,7,9,12,13) for the region. ATPS has been developing projects on "Promoting Pro-Poor Low Carbon Energy Access and Development in Sub-Saharan Africa (PLoCEAD)" and is working with partners to support more initiatives. Solving this energy crisis, especially in rural areas would significantly help achieve STISA priorities 2, 3, and 6 aimed at preventing and controlling diseases, communication, and wealth creation respectively. Table 3 shows the specific objectives, strategy for implementation, and the expected outcomes from the implementation of the energy thematic priority.

**Table 3: Specific Objectives and Outcomes under the Energy Thematic priority Sector**

Specific Objective	Strategies	Expected Outcomes
1. Undertake and support transdisciplinary research to generate new technologies and innovations on renewable energy	<ul style="list-style-type: none"> <li>• Commission transdisciplinary research studies in the selected field</li> </ul>	<ul style="list-style-type: none"> <li>• More available and accessible technologies and innovations for enhancing energy options and access</li> </ul>
2. Identify and deploy new disruptive technologies and innovations for increasing low carbon energy access in Africa.	<ul style="list-style-type: none"> <li>• Research and scoping studies</li> <li>• Sensitization and Capacity building</li> <li>• Policy advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness and access to energy options</li> <li>• Enabling policy environment for investment in renewable energy</li> </ul>
3. Promote and support small scale off-grid renewable energy projects backed up by research/universities	<ul style="list-style-type: none"> <li>• Co-development and delivery of university-based research projects for impact in the renewable energy space</li> <li>• Training and capacity building; knowledge exchange initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Increased youth and graduate expertise in renewable energy</li> <li>• Increased small scale off-grid intervention renewable energy projects.</li> </ul>

### Priority Sector 3: Climate Change and Environment



Climate change poses a significant threat to the African continent, particularly due to its heavy reliance on agriculture for livelihood, income, and employment. Agriculture in Africa is highly vulnerable to climate change impacts, such as unpredictable weather patterns, erratic rainfall, prolonged droughts, and frequent flooding events. These factors contribute to increased crop failures and reduce agricultural productivity, exacerbating food insecurity and poor nutritional health across the continent. Africa's carbon emissions are dwarfed by the emissions of other continents. At 11.47 billion tonnes, China is the world's largest polluter, followed by the United States (5 billion tonnes), India (2.7 billion tonnes), Russia (1.75 billion tonnes) and Japan (1.07 billion tonnes). Comprising about 17 percent of the world's population, Africa contributes just 4 percent of global carbon emissions at 1.45 billion tonnes, but it remains the most vulnerable to climate change effect.

The effects of climate change are already evident, with extreme weather events such as droughts and floods becoming more frequent. Since the 1970s, sub-Saharan Africa has experienced a tenfold increase in flood events, displacing millions of people and damaging agricultural lands. Rising temperatures and extreme heat waves further threaten crop yields and livestock, crucial for food security. For instance, crop yields in sub-Saharan Africa could

decrease by up to 20% if global temperatures rise by 2°C, severely impacting staples like maize, millet, and sorghum[1], [2].

Africa's food insecurity is worsening, with 240 million Africans currently experiencing hunger daily. By 2050, even a moderate increase in temperature (1.2 to 1.9°C) could increase the number of malnourished people in Africa by 25 to 95%, depending on the region. Such conditions underscore the urgent need for resilient agricultural practices and climate adaptation strategies[3]. For instance, famine brought on by a drought in Africa affected more than 120 million people. With a regional average of 26.8% undernourished people and a potential hunger growth rate of above 50%, Sub-Saharan Africa is regarded as the region with the highest level of food insecurity in the world. To address these challenges, it is crucial for African countries to enhance their resilience to climate change through technological innovations, improved infrastructure, and better management of natural resources. Strategies such as developing climate-smart agriculture, promoting renewable energy sources, and implementing integrated water management systems can help mitigate the adverse impacts of climate change on agriculture and food security.

ATPS endeavors to develop interventions that will jointly boost the resilience capacities of vulnerable people at local, regional, and international levels to the impacts of climate change. We will also engage in research and intervention programs on integrated management of natural resources (land, water, biodiversity, minerals, and ecosystem services) and fostering transitions to inclusive green growth in Africa. An example is the UK-funded Global Challenges Research Fund (GCRF) 7 million pounds RECIRCULATE project on capacity building in the circular water economy space in Africa delivered in six African countries (Kenya, Botswana, Malawi, Zambia, Ghana, and Nigeria) in strategic partnership with Lancaster

[1] <https://www.worldbank.org/en/news/feature/2022/10/17/what-you-need-to-know-about-food-security-and-climate-change>

[2] <https://www.mckinsey.com/capabilities/sustainability/our-insights/how-will-african-farmers-adjust-to-changing-patterns-of-precipitation>

[3] <https://www.ilri.org/news/climate-change-africa-what-will-it-mean-agriculture-and-food-security>

University UK. During this strategic phase for 2023 – 2028, ATPS will progress its partnership with Lancaster University in the delivery of several offshoot interventions from the RECIRCULATE project including the British Council Funded Differentiate Project on enhancing the entrepreneurial capacity of African scientists and researchers across the ATPS priority areas.

Also, during this strategic phase for 2023-2028, we will continue to promote our Climate Sense Program (CSP) launched in 2008 in partnership with the United Nations Environment Program (UNEP). CSP aims to:

- Make Sense of Climate Science through effective science communication: We will find new ways to communicate the science of climate change better to African communities, using their own starting point as a basis for multi-lateral global dialogues. This will involve a series of science communications workshops and activities with key partners using participatory dialogue models.
- Make Sense of Climate Economics through policy analyses and translation of complex climate economics in ways that promote dialogue at all levels of African society: We will conduct baseline studies on the African Perspectives on climate change economics, costs and benefits of adaptation, opportunities for decoupling growth from environmental degradation through clean technologies, green growth concepts, and carbon markets, etc.
- Make Sense of Climate Innovation through investment portfolio analyses and supporting the development of technologies and innovations for climate change adaptation, mitigation and resilience: We will support strategic research and innovations to harness the abundant natural resource potentials in Africa such as wind, hydropower, solar power and geothermal energy at both local and global markets that will reduce emissions and build adaptation and mitigation capacities on the continent.

- We will work with key partners to support Climate Innovation Incubation Centres, identify and support indigenous capacities through Climate Innovation Challenge Awards, Policy Advocacy for North-South and South-South technology sharing, etc. Attention will be paid to types of innovations and technologies that are culturally competent, economically adaptable, and scientifically robust for use in Africa.
- Make Sense of Climate Change Politics and Policymaking through scenario analyses, training, and policies that support the development of sustainable technologies and innovations for adaptation such as renewable energy carriers and efficient stoves: We will train policymakers on climate change politics and policymaking and also equip them with necessary skills for negotiations at the global climate platforms.

ATPS is currently promoting a flagship project on “Building the Capacity of Selected sub-Sahara African Countries to Effectively Measure Progress in their Nationally Determined Contributions’ (NDCs) Implementation Using Tracking Tools and Indexes” and seeks further support and collaborations (ANNEX 4) to reach out to other African countries. Already the AfDB has committed to supporting this project under their African Climate Change Fund (ACCF). Table 6 shows the specific objectives, strategy for implementation, and the expected outcomes from the implementation of the climate change and environment thematic priority.

Within the priority area of climate change and the environment, eco-innovation is a global agenda that ATPS can take the lead on in Africa. Eco-innovation has the capacity to deliver the tools needed for Green Growth and sustainable development. Those tools will be commercially successful products, services, and technologies that reduce the impacts of human activities on the environment, achieve more efficient/responsible uses of natural resources, and enhance societal, economic, and technological resilience to environmental pressures, especially climate change.



Evidence has shown that Universities are key drivers of effective eco-innovation for two reasons. First, they are 'anchors' in co-designing and supporting research-driven eco-innovation partnerships with the private sector which ultimately deliver

"environmental solutions". Second, they play a key role in delivering the high-level (graduate/post-graduate) skills that are essential to driving forward eco-innovative policies, products, and services.

**Table 4: Specific objectives and outcomes under the climate change and environment thematic priority**

Specific Objective	Strategies	Expected Outcomes
1. Undertake and support transdisciplinary research to generate new technologies and innovations for climate change adaptation, mitigation and resilience	<ul style="list-style-type: none"> <li>• Commission transdisciplinary research studies in the selected field</li> </ul>	<ul style="list-style-type: none"> <li>• More available and accessible technologies and innovations for building climate change resilience in Africa</li> </ul>
2. Identify and deploy new disruptive technologies and innovations for building climate change adaptation and resilience capacity	<ul style="list-style-type: none"> <li>• Research and scoping studies</li> <li>• Sensitization and capacity building</li> <li>• Policy advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• Increased awareness and capacity to adapt to the impacts of climate change</li> <li>• Appropriate climate change policies at national and regional levels</li> </ul>
3. Promote the ATPS Climate Sense Program (CSP)	<ul style="list-style-type: none"> <li>• Undertake research, policy and practice interventions</li> </ul>	<ul style="list-style-type: none"> <li>• More climate informed individuals and institutions capable of adapting to climate change impacts</li> <li>• Desired policies that boost adaptation and resilience</li> </ul>
4. Promote eco-innovation as an intervention model to interventions for climate change impacts	<ul style="list-style-type: none"> <li>• Support in the development of university-academia-industry forum for eco-innovation knowledge transfer</li> <li>• Supporting in enhancement of industry (SME)-driven circular economy-driven projects backed up by university research and development</li> <li>• Commissioning university student research projects that focus on climate change mitigation interventions</li> </ul>	<ul style="list-style-type: none"> <li>• More impactful climate change interventions and products driven by university research</li> <li>• More bridging of the gaps between academia and industry in Africa with regards to climate resilience.</li> <li>• Increased student and graduate employability and entrepreneurship in the climate change and environment areas.</li> </ul>

### Priority Sector 4: Health



The outbreaks of diseases such as Ebola and the most recent global health epidemic that was COVID-19 have highlighted the vulnerability of the continent to global health crises. The prevalence of infectious diseases in Africa and the continent's lack of resilience

further emphasises the criticality of the situation when one considers that approximately 69% of deaths in sub-Saharan Africa are attributable to infectious diseases, including malaria, HIV/AIDS, and tuberculosis. The continent's healthcare systems are persistently weak, resulting in a failure to meet the health care needs of its population.

To ensure healthy lives and promote well-being for all ages (SDG 3), it is critical to enhance healthcare infrastructure and human capacity, in alignment with SDGs 8 and 9. Africa bears one-quarter of the global disease burden but has only 2% of the world's doctors, underscoring the urgent need to address inadequate healthcare infrastructure and human capacity.

The 2013 Abuja Special Summit on HIV/AIDS, Tuberculosis, and Malaria emphasized the importance of building research capacities to develop new medicines, diagnostic tools, vector control methods, and vaccines. Additionally, it called for promoting innovation in traditional medicine and strengthening local health ecosystems, considering the socio-cultural and environmental contexts of African communities. STISA (Science, Technology, and Innovation Strategy for Africa) advocates for better coordination among health stakeholders and related sectors, and the development of governance structures to promote research ethics and integrity.

Such measures would enhance public trust in research and require collaborative efforts (SDG 17) to implement policies and programs focused on primary health care and disease prevention. During the strategic phase from 2023 to 2028, the ATPS will prioritize leveraging digital technologies to support health systems, enhancing knowledge and skills, and fostering collaboration among stakeholders.

The African healthcare sector continues to struggle with a lack of resources and funding, but creative uses of technology offer new possibilities for improving access to medical treatment. Building on developments spurred by the pandemic, health tech on the continent is poised for explosive growth. For instance, mobile health systems like

Uganda's mTRAC, used by around 27,000 government health workers to report on medicine stocks, exemplify how digital tools can improve healthcare delivery in areas with limited infrastructure. Similar initiatives, including the use of drones for medicine delivery, are being implemented to reach remote areas.

The ATPS will also focus on training healthcare professionals to ensure they possess the necessary skills and knowledge for effective healthcare delivery. Furthermore, promoting partnerships between the public and private sectors (SDG 17) is crucial for establishing efficient healthcare systems. Engaging policymakers to advocate for increased investment in healthcare systems is a priority. Additionally, the ATPS will address the threat posed by animal diseases to both animal production and human health. According to the World Organization for Animal Health (OIE), over 90% of the world's animal diseases occur in Africa.

The management of these diseases is hindered by issues such as veterinary drug misuse, the presence of substandard and counterfeit drugs, and inadequate policy implementation. Addressing these challenges is essential for improving both animal and human health outcomes. Table 7 shows the specific objectives, strategy for implementation and the expected outcomes from the implementation of the health innovations thematic priority.

**Table 5: Specific objectives and outcomes under the health thematic priority**

Specific Objective	Strategies	Expected Outcomes
1. Undertake and support transdisciplinary research to generate new technologies and innovations for efficient healthcare delivery system	<ul style="list-style-type: none"> <li>Commission transdisciplinary research studies in the selected field.</li> </ul>	<ul style="list-style-type: none"> <li>More available and accessible technologies and innovations for improved healthcare delivery systems in Africa</li> </ul>
2. Identify and deploy new disruptive technologies and innovations for improving the healthcare systems in Africa	<ul style="list-style-type: none"> <li>Research and scoping studies</li> <li>Sensitization and capacity building</li> <li>Policy advocacy</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness and capacity to access and use innovations and technologies for improved healthcare systems in Africa</li> <li>Adequate infrastructure for achieving healthcare improvement in Africa.</li> <li>Appropriate healthcare policies at national and regional levels for the efficient healthcare system in Africa.</li> </ul>
3. Promote and support youth health technology SMEs/enterprise in Africa	<ul style="list-style-type: none"> <li>Development of a university-wide programme that support graduate enterprise in health technology</li> <li>Policy advocacy and support to ensure the mainstreaming of the programme</li> </ul>	<ul style="list-style-type: none"> <li>Increase in health technology enterprise in Africa amongst the youth.</li> </ul>



## Priority Sector 5: Education and Technology



ATPS recognizes the transformative potential of technology in enhancing educational access, quality, and relevance across Africa. Investing in education and technology is crucial for fostering human capital development, innovation, and sustainable development. Quality education equips individuals with the knowledge, skills, and competencies necessary to thrive in today's rapidly evolving world. ATPS aims to bridge the digital divide, expand learning opportunities, and empower learners to participate effectively in the knowledge economy by integrating technology into education.

The prevalence of ICT use in classrooms is not high, even in the world's richest countries, with only about 10% of 15-year-old students in OECD countries using computers extensively at school.

Access to electricity and devices is highly unequal between and within countries. In 2021, almost 9% of the global population – and more than 70% of people in rural sub-Saharan Africa – lacked access to electricity. Globally, one in four primary schools does not have electricity. Internet access, a vital enabler of economic, social, and cultural rights, is also unequal. In 2022, two in three people globally used the internet, and in late 2021, 55% of the world's population had mobile broadband access. ATPS recognizes the pivotal role of STI in advancing education and technology initiatives.

Through research, capacity building, and policy advocacy, ATPS aims to harness STI to develop innovative solutions that address educational challenges, promote digital literacy, and facilitate technology-enabled learning experiences. ATPS is already engaged in various initiatives aimed at promoting education and technology in Africa.

Table 6 below shows the specific objectives, strategies for implementation, and the expected outcomes from implementation of the education and technology thematic priority.

**Table 6: Specific objectives and outcomes under the Education and Technology**

Specific Objectives	Strategies	Expected Outcomes
1. Enhance Digital Literacy and Skills Development	<ul style="list-style-type: none"> <li>Develop and implement digital literacy programs, training workshops, and online resources to enhance educators' and students' digital competencies.</li> </ul>	<ul style="list-style-type: none"> <li>Increased digital literacy rates among educators and students.</li> </ul>
2. Foster Innovation in Education Technology (EdTech)	<ul style="list-style-type: none"> <li>Facilitate collaboration between researchers, entrepreneurs, educators, and policymakers to develop and scale innovative EdTech solutions tailored to African contexts.</li> </ul>	<ul style="list-style-type: none"> <li>Increased adoption and integration of innovative EdTech solutions in educational institutions.</li> </ul>
3. Improve Access to Quality Education through Technology	<ul style="list-style-type: none"> <li>Develop and deploy technology-enabled learning platforms, such as online courses, mobile applications, and digital libraries, to reach remote and marginalized populations.</li> <li>Accelerate excellence in Doctoral and Post-Doctoral Programmes in STEM fields in Africa.</li> </ul>	<ul style="list-style-type: none"> <li>Expanded access to quality education for underserved communities through technology-enabled learning platforms.</li> </ul>
4. Strengthen Policy and Institutional Support for Education Technology	<ul style="list-style-type: none"> <li>Engage with policymakers, education stakeholders, and international partners to advocate for supportive policies, funding mechanisms, and capacity-building initiatives to promote the integration of technology into education systems.</li> </ul>	<ul style="list-style-type: none"> <li>Enabling policy environment and institutional support for the integration of technology into education systems.</li> </ul>
5. Connecting education with industry and integrating employability	<ul style="list-style-type: none"> <li>Development and delivery of graduate employability education and career enhancement initiatives integrated into education curriculum in African countries.</li> <li>Providing policy advocacy and support to enhance the national adoption of new policies that enhances this process.</li> </ul>	<ul style="list-style-type: none"> <li>Increased employability</li> <li>Increased connection between academia and industry</li> </ul>

## Priority Sector 6: Creative Industries and Entrepreneurship



The African creative industry is an often-overlooked component of the continent's changing economic landscape. From humble beginnings and geographically localised art forms, the sector has grown to become a global industry, earning an average of US\$4.2 billion annually and employing half a million people in its cultural goods market alone.

The growth of digitisation across the world has transformed the African creative industry, bypassing geographical barriers and allowing access to creative products like film and music across the world. Customer growth in Video-On-Demand services alone is expected to rise from 1.56 million in 2017 to 10 million by 2025.

Creative industries and entrepreneurship emerge as pivotal priority areas for ATPS in its strategic plan for 2023-2028. Recognizing the immense potential of Africa's creative sector and entrepreneurial ecosystem, ATPS seeks to harness these forces to drive economic growth, foster innovation, and promote inclusive development across the continent.

Investing in creative industries and entrepreneurship is vital for unlocking Africa's economic potential, creating jobs, and empowering communities.

The creative sector, encompassing areas such as arts, culture, media, and entertainment, represents a rich source of cultural heritage and artistic talent that can be leveraged to drive economic diversification and social inclusion.

On the other hand, entrepreneurship serves as a catalyst for innovation, enterprise development,

and wealth creation, enabling individuals to realize their economic aspirations and contribute to sustainable development. The expansion of the African creative industry is not only centred around enticing more young Africans to utilise their creative talents or providing creative entrepreneurs with more financing avenues but is also about providing the right conditions and especially policy framework for creative projects and enterprises to succeed.

ATPS therefore recognizes the critical role of STI in advancing creative industries and entrepreneurship. By fostering an enabling environment for innovation, supporting the development of creative and technological skills, and promoting the adoption of digital technologies, ATPS aims to catalyse the growth and competitiveness of creative enterprises and start-ups. ATPS is actively engaged in initiatives aimed at promoting creative industries and entrepreneurship in Africa.

These initiatives include research projects on creative economy development, capacity-building programs for entrepreneurs in the creative sector, and policy advocacy efforts to support the growth of creative enterprises.

Based on careful investigation and engagement with ATPS's stakeholders, other areas of crucial growth potential where ATPS will play a pivotal role is in the development of Indigenous African creative technologies; the development of inter-disciplinary STI-oriented creative medium projects i.e. arts and animation; the support of beneficial policies that promote intra-Africa creative collaboration and the development of youth entrepreneurship in the creative sector. Table 7 below shows the specific objectives, strategies for implementation and the expected outcomes from the implementation of the creative industries and entrepreneurship thematic priority.

**Table 7: Specific objectives and outcomes under the Creative Industries and Entrepreneurship**

Specific Objectives	Strategies	Expected Outcomes
1. Foster Innovation and Creativity in the Creative Sector	<ul style="list-style-type: none"> <li>Facilitate collaboration between creative professionals, technology innovators, and researchers to develop and implement innovative solutions that enhance the competitiveness and sustainability of creative enterprises.</li> </ul>	<ul style="list-style-type: none"> <li>Increased adoption of innovative practices and technologies in the creative industries.</li> </ul>
2. Support Entrepreneurship Development in Creative Industries	<ul style="list-style-type: none"> <li>Provide tailored entrepreneurship training, mentorship, and access to finance for aspiring entrepreneurs in the creative sector, with a focus on building business acumen and fostering sustainable growth.</li> </ul>	<ul style="list-style-type: none"> <li>Strengthened entrepreneurial ecosystem and increased support for creative startups and SMEs.</li> </ul>
3. Promote Cultural Heritage Preservation and Cultural Entrepreneurship	<ul style="list-style-type: none"> <li>Develop initiatives to preserve and promote Africa's rich cultural heritage, including traditional arts, crafts, and indigenous knowledge, while also supporting cultural entrepreneurs in monetizing these assets in sustainable and socially responsible ways.</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced preservation and monetization of Africa's cultural heritage assets.</li> </ul>
4. Advocate for Policy and Regulatory Reforms to Support Creative Industries especially intra-Africa creative projects and enterprises.	<ul style="list-style-type: none"> <li>Engage with policymakers, government agencies, and industry stakeholders to advocate for policy reforms, incentives, and infrastructure investments that promote the growth, sustainability, and inclusivity of creative enterprises and startups.</li> </ul>	<ul style="list-style-type: none"> <li>Improved policy and regulatory environment conducive to the growth of creative industries and entrepreneurship.</li> </ul>

### Priority Sector 7: Digital Economy and ICT



Recognizing the transformative power of digital technologies in driving economic growth, enhancing productivity, and promoting inclusive development, ATPS seeks to leverage ICT to harness the opportunities of the digital economy for Africa's socio-economic advancement. Investing in the digital economy and ICT is imperative for unlocking Africa's potential for innovation, entrepreneurship, and economic diversification.

The rapid proliferation of digital technologies, including mobile connectivity, cloud computing, artificial intelligence, and blockchain, presents unprecedented opportunities for leapfrogging traditional development pathways and accelerating progress towards achieving

the SDGs. By embracing the digital economy and ICT, ATPS aims to empower individuals, businesses, and governments to harness the benefits of digitalization and drive sustainable development across Africa.

ATPS recognizes the pivotal role of STI in advancing the digital economy and ICT initiatives. By fostering an enabling environment for innovation, supporting research and development in emerging technologies, and promoting digital skills development, ATPS aims to catalyze the adoption and diffusion of ICT innovations across various sectors of the economy. ATPS is actively engaged in initiatives aimed at promoting the digital economy and ICT in Africa. These initiatives include research projects on digital transformation, capacity-building programs for policymakers, and policy advocacy efforts to promote digital inclusion and connectivity. Table 8 below shows the specific objectives, strategies for implementation and the expected outcomes from the implementation of the digital economy and ICT thematic priority.

**Table 8: Specific objectives and outcomes under the Digital Economy and ICT**

Specific Objectives	Strategies	Expected Outcomes
1. Expand Digital Infrastructure and Connectivity	<ul style="list-style-type: none"> <li>Advocate for investments in broadband infrastructure, digital connectivity initiatives, and regulatory reforms to promote competition and reduce the digital divide.</li> </ul>	<ul style="list-style-type: none"> <li>Improved access to affordable and reliable digital infrastructure and connectivity across Africa.</li> </ul>
2. Promote Digital Inclusion and Skills Development	<ul style="list-style-type: none"> <li>Develop and implement digital literacy programs, training workshops, and capacity-building initiatives to equip individuals with the skills and knowledge needed to participate effectively in the digital economy.</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced digital literacy and skills development opportunities for individuals, businesses, and governments.</li> </ul>
3. Foster Innovation and Entrepreneurship in the Digital Economy	<ul style="list-style-type: none"> <li>Support the development of digital innovation ecosystems, incubation centers, and startup accelerators to nurture digital entrepreneurs and promote the development and adoption of locally relevant digital solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Increased innovation and entrepreneurship in digital technologies and applications.</li> </ul>
4. Strengthen Policy and Regulatory Frameworks for the Digital Economy	<ul style="list-style-type: none"> <li>Engage with policymakers, government agencies, and industry stakeholders to advocate for policy reforms, incentives, and infrastructure investments that promote the growth, sustainability, and inclusivity of creative enterprises and startups.</li> </ul>	<ul style="list-style-type: none"> <li>Enabling policy environment and regulatory frameworks conducive to the growth and development of the digital economy.</li> </ul>

### 3.2 Programmatic Strategic Objectives

#### Programmatic Objective 1: STI Policy Research, Policymaking and Advocacy

*“Building capabilities, structures, and conditions for the co-production of scientific knowledge, technologies, innovations, and policies across the identified priority sectors for sustainable development in Africa”*



The ATPS STI policy research, policymaking, and advocacy will focus on generating knowledge to inform and influence policy decisions in the selected and allied sectors. If scientific research is to have any meaningful impact in terms of guaranteeing development gains in Africa, the results must inform and shape policies and programmes as well as

contribute towards solving practical societal problems. However, the process of realizing this goal is complex involving multiple actors that often have different world views. Their values and ways of processing and using evidence are very different. For instance, the language of the researcher and that of the policymaker or practitioner are so different that unless decoded might not make much sense to one another. As a result, research-based evidence is often only a minor factor when policies for development are formulated and practices are shaped. On the other hand, the research sector believes that it is only when the products and processes of research efforts are applied that sustainable development can be achieved.

Likewise, tacit knowledge from the practitioners rarely reaches the researchers or those who make decisions. This lack of agreement and poor communication between the development actors has created wide gaps between them hence limiting the realization of development gains.



The AU through its STISA 2024 has therefore made communication (Physical & Intellectual Mobility) priority number 3. According to the AU implementation of major infrastructure projects must incorporate sustainable knowledge management systems design as well as requisite human skills and competencies. While most of this knowledge has traditionally come from outside the continent, African institutions must take responsibility for integrating robust and sustainable knowledge production systems in major physical and digital infrastructure programmes.

ATPS has over two decades of experience working with relevant stakeholders in the co-production of knowledge that informs policies and decision-making as well as contributing in solving societal problems at various levels. During this strategic phase, we will continue to facilitate the development of relevant policies and decision-making across the selected and allied sectors using research

evidence and work with the relevant stakeholders to design frameworks/strategies for implementation, monitoring, evaluation and reporting. Bearing the mind the strategic positioning of ATPS as a Think-Tank that navigates the quadruple helix of academia, industry, government, and civil societies, advocating and supporting policies that aim to bridge the gaps between these segments would be a fundamental agenda of ATPS in this new strategic phase. As such, ATPS will intensify efforts to train the African research and academic community on how to write policy briefs to communicate their research outputs in order to bridge the ever-widening gaps between academic research and government in Africa. In the same vein, ATPS will also intensify training NGOs and civil societies in Africa on how to navigate and collaborate with academic institutions more effectively. Table 11 shows the specific objectives, strategy, and expected outcomes from the implementation of the STI Policy research, policymaking, and advocacy programmatic objective.

**Table 9: Specific objectives and outcomes under the STI Policy research, policy-making and advocacy**

Specific Objectives	Strategies	Expected Outcomes
1. Undertake STI policy research and capacity building in selected sectors to generate evidence-based knowledge for policy and decision-making	<ul style="list-style-type: none"> <li>Commission STI policy research studies in selected and allied sectors</li> <li>Collaborate with other institutions to generate more research evidence</li> <li>Strengthen the capacities of stakeholders to undertake policy research, policymaking and policy implementation activities</li> </ul>	<ul style="list-style-type: none"> <li>More available research evidence to inform policies and decision-making at various levels</li> <li>Improved capacity of relevant stakeholders to conduct, formulate and implement policies for sustainable development in the selected sectors</li> </ul>
2. Influence policies and policymaking at various levels	<ul style="list-style-type: none"> <li>Undertake policy advocacy campaigns</li> </ul>	<ul style="list-style-type: none"> <li>More policies formulated to support sustainable development in selected sectors</li> </ul>
3. Develop and influence policies that promote collaboration between the quadruple helix.	<ul style="list-style-type: none"> <li>Undertake training that enhances strategic partnerships between the quadruple helix</li> <li>Support co-application of funding for sustainable projects with partnerships across the quadruple helix.</li> </ul>	<ul style="list-style-type: none"> <li>Increased inter-disciplinary projects and programmes across the quadruple helix</li> </ul>

## Programmatic Objective 2: Training, Sensitization and Capacity Building

*Strengthening individual and institutional STI skills and knowledge for achieving sustainable development*



The training, sensitization and capacity-building programme is designed to improve and share the knowledge and skills of relevant stakeholders at individual and organizational levels in different aspects of STI policy research, policymaking and implementation. Compared to the rest of the world, Africa's capabilities to generate, deploy and use STI for development opportunities remain very low. The consequence of this is the persistent low production of scientific outputs such as publications, patents, and other scientometrics.

knowledge production (including inventions, and indigenous knowledge) by strengthening Intellectual Property Rights (IPR) and regulatory regimes at all levels. It is also AU's strategic objective to improve technical

competencies and institutional capacity for STI development. There is need therefore to upskill these stakeholders including researchers, policymakers, the private sector, civil society, and the media to enable them utilize the new STI knowledge to enhance their socioeconomic conditions and livelihoods.

During this phase, the ATPS will undertake broad range of training, sensitization and capacity-building interventions based on the demands and needs of our stakeholders. This will include but not be limited to STI policymaking/policy formulation processes, STI policy research methodologies, STI indicators and policy instruments, effective research-policy-practice linkages, effective science communication skills, writing STI policy briefs, STI journalism and writing for the fourth estate, entrepreneurship development, intellectual property rights issue, social entrepreneurship, technology transfer system, business development, climate change, and green growth concepts and best practices among many others. Our target trainees range from school children to parliamentarians and senior policymakers in Africa. Table 10 shows the specific objectives, strategy and expected outcomes from implementing the training, sensitization and capacity-building programmatic objective under the current ATPS strategy.

**Table 10: Specific objectives and outcomes under the training, sensitization and capacity-building**

Specific Objectives	Strategies	Expected Outcomes
1. Develop series of STI training manuals, training content and international accreditations; and training and capacity building online channels and learning management systems	<ul style="list-style-type: none"> <li>Identify hotspots for training interventions through scoping studies</li> <li>Collaborate with partners to develop training manuals as may be necessary.</li> <li>Develop and support the development of training manuals and content for online learning and capacity building</li> <li>Undertake international accreditation and certification for its training and capacity building programmes.</li> <li>Development of YouTube channel for training videos and virtual content</li> </ul>	<ul style="list-style-type: none"> <li>Readily available and accessible training manuals to aid sustained STI capacity building in Africa.</li> <li>Increased collaborations with other STI actors within and outside Africa</li> <li>Increased international accreditation and certification of training content.</li> </ul>
2. Undertake training, sensitization and capacity building for relevant stakeholders on STI related issues	<ul style="list-style-type: none"> <li>Undertake capacity needs assessments prior to mounting STI training programs</li> <li>Collaborate with like-minded institutions to implement STI training programs</li> <li>Monitor and evaluate all training programs</li> <li>Undertake development of open and distance learning capacities in partnerships with international providers and institutions</li> </ul>	<ul style="list-style-type: none"> <li>More suitable training interventions that meet the needs of stakeholders accomplished</li> <li>More stakeholders become aware and improve their capacity to deploy STI knowledge and skills for socioeconomic development</li> <li>Increased ability to meet stakeholders' STI needs through training and capacity building</li> </ul>



### Programmatic Objective 3: Youth and Gender Empowerment

“  
Nurturing and harnessing the  
innovative potentials of African  
youth and women  
”

The youth and gender empowerment programme aims to provide platforms for investing in African youth and women to be able to effectively harness their enormous potential, create wealth and maintain socioeconomic and political stability on the continent. The African youth bulge and the concomitant high rate of unemployment coupled with the irking gender disparities have continued to pose serious challenges that needs to be urgently addressed in Africa as outlined by SDG 5. Over 35% of the African population is between the ages of 15 and 35, making Africa the most youthful continent.

About 10 million young African youth arrive each year on the labour market where unemployment has risen up to 50% in many countries with dire consequences for social insecurity, crime rates, and political unrest. It therefore becomes imperative to empower the African youth and women, if we are to bring lasting peace and socioeconomic development on the continent.

ontribute their expertise, and collectively participate in policy and decision-making processes as well as harness the opportunities presented by agriculture, science and technology to address their own challenges.

Under this programme, the ATPS will support investments in African youth and women to enable them reach their full potential and not only contribute meaningfully to socioeconomic development on the continent but also reduce social and political ills usually being propagated by them.

In pursuance of this objective, the ATPS initiated two platforms in 2005 and 2007

respectively to target the youth and women in Africa by empowering them with skills, knowledge, capital and linkages required to enable them be adequately self-reliant and contribute to society.

It is AU’s priority number 6 under STISA 2024 to create wealth to accelerate Africa’s transition to an Innovation-led, Knowledge-based Economy, our Human Resources must be empowered with the necessary skills. It is necessary to promote creativity and innovative technologies to locally process the continent’s abundant natural resources, and to create more wealth and jobs for the youth and women on the continent.

The programmes called the African Youth Forum for Science and Technology (AYFST) and the African Women Forum for Science and Technology (AWFST) seek to provide a vehicle through which young people and women can express their ideas, contribute their expertise, and collectively participate in policy and decision-making processes as well as harness the opportunities presented by agriculture, science and technology to address their own challenges.

We will continue to solicit for supports from development partners to sustain and improve on these programmes as they have already generated tremendous outcomes and impacts since their inceptions. Table 11 shows the specific objectives, strategy and expected outcomes from the implementation of the youth and gender empowerment programmatic objective.

**Table 11: Specific objectives and outcomes under the youth and gender empowerment**

Specific Objectives	Strategies	Expected Outcomes
1. Promote the African Youth Forum for Science and Technology (AYFST) and the African Women Forum for Science and Technology (AWFST) programmes	<ul style="list-style-type: none"> <li>• Mobilize youth and women and empower them to harness opportunities in agriculture, energy, environment and health for development</li> <li>• Support regional knowledge sharing and cooperation among youth and women</li> <li>• Provide targeted training and capacity building programmes in specialized STI areas</li> <li>• Offer fellowships, internships, career enhancement, youth employability and mentoring services</li> <li>• Reward and celebrate African youth and women inventors and innovators</li> </ul>	<ul style="list-style-type: none"> <li>• Increased youth and women participation in STI with improved capacity to undertake research, policy and practice for sustainable development</li> <li>• Increased opportunity for knowledge sharing, networking and collaboration among African youth and women</li> <li>• Increased ability of African youth and women to innovate and solve societal challenges</li> </ul>
2. Support African youth and women in science, technology, engineering and mathematics (STEM) education, research and investment	<ul style="list-style-type: none"> <li>• Offer a number of scholarships annually to African youth and women in STEM education and research</li> <li>• Offer support to youth and women with innovative ideas to start up business ventures</li> <li>• Provide support for innovation incubation programmes and links to venture capital</li> </ul>	<ul style="list-style-type: none"> <li>• Production of quality STEM graduates to support industrial growth</li> <li>• More jobs created to absorb young graduates</li> <li>• Increased capacity to manage businesses</li> </ul>

## Programmatic Objective 4: Knowledge Brokerage, Management and Commercialization

“  
*Brokering the commercialization and sharing of scientific knowledge, technologies and innovations for sustainable development*  
 ”



*The ATPS hosting a Stakeholder Engagement Workshop in Kigali Rwanda*

This programmatic objective aims to ensure that there is an effective and efficient process of identification, sharing, deployment, and diffusion of appropriate scientific knowledge, technologies, and innovations to improve the well-being of the African people.

This is in line with SDGs 8, 9, 10, and 11 targets of sustained, inclusive, and sustainable

economic growth, promoting inclusive and sustainable industrialization and fostering innovation, reducing inequality within and among countries, and making cities and human settlements inclusive, safe, resilient, and sustainable.

It is designed to bridge the gap between the STI valorisation chain – the scientists, policymakers, private sector actors, civil society actors, and the local communities. The proactive engagement of all stakeholders in the research, policy, and practice arenas ensures effective targeting of efforts, ownership of results, and enhanced valorisation.

By valorisation here, we mean the translation of scientific outputs into tangible social designs, institutional designs, technologies, and products to aid poverty alleviation and sustainable development. Scientific knowledge will mean little for sustainable development unless they are translated into appropriate technologies and inclusive innovations that could be commercialized and scaled up.

The ATPS will continue to play its longstanding role as the independent STI knowledge broker, manager and advocate in Africa. We will bring together knowledge producers and knowledge users and create conducive environments for dialogue that will foster effective policies and incentives for cooperation between and

amongst individuals, institutions and countries from across the public, private, and civil society actors. Table 12 shows the specific objectives, strategy and expected outcomes from the implementation of the knowledge brokerage, management and commercialization programmatic objective.

**Table 12: Specific objectives and outcomes under the knowledge brokerage, management and commercialization**

Specific Objectives	Strategies	Expected Outcomes
1. Create platforms to increase and strengthen collaboration and networking between and among STI actors for development	<ul style="list-style-type: none"> <li>Organize annual stakeholders' meetings, roundtables, fora and dialogue on topical STI issues of national and regional interests</li> <li>Develop innovation incubation and start-up programmes in the selected sectors including agriculture, energy, environment and health.</li> </ul>	<ul style="list-style-type: none"> <li>Increasingly networked science system actors that could translate STI knowledge into products and services</li> <li>Opportunities for the creation of more jobs and wealth on the continent</li> </ul>
2. Produce knowledge products to enhance knowledge sharing among actors	<ul style="list-style-type: none"> <li>Publication and dissemination of knowledge products such as journal articles, policy briefs, research papers, working papers, issue papers and newspapers customized to the different stakeholder categories</li> <li>Training on how to produce quality STI knowledge products.</li> </ul>	<ul style="list-style-type: none"> <li>Well-informed African society that is capable of utilizing new knowledge products to better their living conditions</li> </ul>
3. Offer technology cooperation services between international investors and African countries and institutions	<ul style="list-style-type: none"> <li>Undertake scoping studies on specific client needs to inform investment decisions.</li> <li>Facilitate bilateral agreements for technology transfer and cooperation between African countries and international investors.</li> <li>Conduct training for personnel working in the interface of technology management.</li> </ul>	A mutually beneficial technical cooperation between African countries and international investors



*Prof. Nicholas Ozor the Executive Director of the ATPS engaging participants during a Stakeholder Engagement Workshop in Kigali, Rwanda*

## Programmatic Objective 5: Intra-Africa and Global Collaboration



This programme aims to facilitate the culture of networking, symbiotic collaboration and partnership within and amongst STI stakeholders in Africa and internationally in order to foster innovation, technology development and deployment, and innovation diffusion in Africa. The program also aims to broker partnerships within and between government ministries and policymakers, academic disciplines and institutions, civil society organizations (CSOs), community-based organizations (CBOs), private sector actors, and science experts within and between African countries, cultures, languages, regions, and internationally. The ultimate goal of this program is to encourage a more coordinated effort rather than the current ad hoc and sometimes conflicting interventions towards STI research, policy and practice in Africa. The Sustainable Development Goal (SDG) Goal 17 identifies the need to revitalize the global partnerships for sustainable development. These partnerships should be inclusive and built upon principles and values, a shared vision, and shared goals that place people and the planet at the center.

The African Union defines the Africa Diaspora as 'consisting of peoples of African origin living outside the continent, irrespective of their citizenship and nationality and who are willing to contribute to the development of the continent and the building of the African Union.

The International Monetary Fund (IMF) forecast that "migrants [from sub-Saharan Africa] in OECD (Organisation for Economic Cooperation and Development) countries could increase from

about 7 million in 2013 to about 34 million by 2050," adding that "the migration of young and educated workers takes a large toll on a region whose human capital is already scarce."

The African Union estimates that over 70,000 skilled professionals leave the African continent each year, dramatically impacting public service delivery, especially in the STI sector. There is therefore an opportunity for ATPS to develop a programme that supports this integration of the diaspora STI community into Africa's sustainable development.

Under this programme, the ATPS will continue to foster partnerships with leading local, national and international agencies and institutions. We will seek to harness the transformative power of private resources in delivering on sustainable development objectives. We will ensure that each partnership brings in comparative advantages required to achieve targeted objectives. Such partnerships will be guided by consortium agreements, memorandums of understanding, and or contracts depending on the nature of the partnerships established.

Already, ATPS has established national chapters in 27 African countries and three chapters in the diaspora including USA, UK and Australia. We aim to influence STI capacity building in research, policy, and practice in these countries at the least cost and as well create a platform for Africans and friends of Africa in the diaspora to contribute to STI development on the continent. We also aim to cover the entire continent and other strategic regions in the world by 2030. Other key strategic partnership exists between the ATPS and other regional, continental and global organizations such as the Regional Economic Communities (RECs), African Union Commission (AUC), NEPAD, AfDB, AFREXIMBANK, and the UN bodies among others. Table 13 shows the specific objectives, strategy and expected outcomes from the implementation of the Intra-Africa and Global Collaboration and Partnerships programmatic objective.



**Table 13: Specific objectives and outcomes under the Intra-Africa and Global Collaboration and Partnerships**

Specific Objectives	Strategies	Expected Outcomes
<p>1. Revitalize the ATPS national chapters in 27 African countries and 3 diaspora chapters to effectively promote STI research, policy and practice in their respective countries</p>	<ul style="list-style-type: none"> <li>• Secure core funding support from development partners to support the ATPS National Chapters</li> <li>• Continually engage the ATPS National Chapters in the programmes of the ATPS and fora at national, regional and continental levels</li> <li>• Enhance engagement between Diaspora STI communities and in its overseas (non-African) chapter countries and the African continent through strategic working with African high commissions (embassies) in those countries &amp; the foreign affairs ministries of the African countries.</li> </ul>	<ul style="list-style-type: none"> <li>• Increased visibility and impacts of the ATPS at the national, regional and continental levels</li> <li>• Better engagement of the national chapters that will lead to more meaningful impacts at various levels</li> <li>• Enhanced collaboration and partnership between the sixth region of the African continent (the Diaspora) and the African continent in the ATPS STI priority focus areas.</li> </ul>
<p>2. Mobilize financial resources to promote STI development in Africa</p>	<ul style="list-style-type: none"> <li>• Partner and collaborate with like-minded institutions and organizations in Africa and beyond to raise funds to implement programmes on STI development with particular interest in agriculture, food and nutrition security; energy; environment and climate change; and health innovations</li> <li>• Sign partnership agreements, and MOUs to promote partnerships and collaborations with other institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Improved well-being of the African people through development interventions and supports</li> <li>• Increased partnerships and collaboration between and among like-minded institutions.</li> </ul>
<p>3. Support the implementation of the AU's Agenda 2063 and particularly the STISA 2024</p>	<ul style="list-style-type: none"> <li>• Create awareness on the STISA 2024 among relevant institutions and agencies in Africa and beyond</li> <li>• Partner with the AUC, its bodies and other pan-African STI organizations to develop and implement programs/projects focusing on the priority areas of STISA 2024 which aims to accelerate Africa's transition to an innovation-led, knowledge-based economy</li> <li>• Executive Training for Ministry of Foreign Affairs Staff in partnership with reputable Overseas Institutions on developing strategic partnerships with International STI Bodies, Policy Development and Advocacy, New International Relations Models and Systems, Current global STI Issues i.e. Climate Change, and Circular economy.</li> <li>• Training for staff of African High Commissions in specific countries on how to engage their Africans in diaspora STI communities better for innovation, creativity and pro-activeness.</li> <li>• Executive Training for African students and professionals in the Diaspora who have become disconnected from the continent on the fundamentals of doing business and exploring opportunities in Africa.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve the Africa we all want - An integrated, prosperous and peaceful Africa driven and managed by its own citizens and representing a dynamic force in the international arena.</li> <li>• Increased trained personnel to support the African high commission by connecting and collaborating with their STI diaspora community.</li> </ul>



# 4 RESOURCE MOBILIZATION AND REQUIREMENTS



*Engr. Prof. Chimenye Anyadike, one of the ATPS grantees under the "Strengthening the Capacity of Women and Marginalized Communities in Africa's AFS to Harness the Potentials of Artificial Intelligence Technology" project.*

The ATPS Secretariat office is comprised of highly qualified international and local staff with expertise in STI-related areas for effectively achieving the vision, mission, and objectives of the ATPS. The Secretariat constantly reviews its staffing needs to keep up with growing demands and expectations to meet the forecasted objectives during any Strategic Phase period.

In addition to the growing strength and expertise of the staff complement at the regional secretariat, the ATPS relies on over 5,000 STI experts in its active membership for program implementation spread across 51 countries in 5 continents. This devolved program implementation strategy reduced the cost of program administration significantly. The ATPS Mid-Term Evaluation report [5] lauded the ability of the Network to consistently maintain its administrative costs at below 10% of total

program costs for all its programs and still deliver effectively on its mandate.

For sustained impact, the ATPS needs to increase its funding portfolio to meet stakeholders' growing demands and expectations. The ATPS invites development partners, donors, national/regional governments, and friends of Africa to support the ATPS Phase IX Strategy by providing core funding, thematic or programmatic funding, and/or collaborations and partnerships on our thematic and programmatic priorities.

The estimated amount to facilitate the implementation of the Strategy is about US\$50 million over the next five years. This includes the cost of implementing risk management activities and operations evaluations (such as monitoring and evaluation, feedback mechanisms, and contingency planning).

[5] Source: ATPS Mid-term Evaluation Report, available online at: [http://www.atpsnet.org/media\\_centre/focus/evaluation-report/index.php](http://www.atpsnet.org/media_centre/focus/evaluation-report/index.php)

## 4.1 Financing Requirements

This section gives an overview of the financing requirements for the ATPS Phase IX Strategic Plan 2023-2028. The funding required for this Plan is determined by the envisaged activities within the plan period. Costs for envisaged activities are derived from actual estimates based on 2023 values adjusted for projected inflation in Kenya. Each program activity with financial implications form budget units as specified in Table 14. Table 14 also shows the summary of the proposed budget across the main thematic/sectoral priorities of the Plan.

## 4.2 Funding Strategy

The ATPS funding strategy is broken down into four major components:

### a) Core funding to cover overhead and non-program costs:

This will include financial support that covers basic “core” organizational and administrative costs of ATPS, including salaries of full-time staff, facilities, equipment, communications, and the direct expenses of day-to-day work that will enable us achieve stated objectives. It can also include financial support that will cover thematic/programmatic priorities that have been identified by the ATPS based on stakeholder needs and donor priorities as a result of our expertise and longstanding experience in deploying science, technology and innovation for Africa’s sustainable development.

### b) Endowment Fund:

As ATPS is a non-profit organization, we will solicit from African governments, development partners, and donors to invest and establish endowment funds for the ATPS. Such capital will enable ATPS to fulfill its mission in a more sustainable way.

The ATPS Board of Directors has committed its members to proactively participate in fundraising for ATPS activities, especially with regard to lobbying African governments for the establishment of an endowment fund for the

ATPS during the Phase VIII implementation period. The ATPS hopes that the recent identification of the ATPS as a leading Think Tank and Resource for STI policy research and policy formulation and implementation by the African Union

Commission will enhance the interest and commitments by African Member States in committing funding to ATPS activities.

### c) Funding support for specific programs:

ATPS will continue to request for funding supports for specific thematic or programmatic priority areas of the Phase IX Plan from donors, development partners and governments. This will be in form of direct requests for funding submitted to donors or in response to calls for proposals made by donor agencies. In each case, ATPS will endeavor to work and collaborate with like-minded institutions and partners within and outside Africa in the submission of proposals and implementation of projects to draw synergy and ensure complementarity of actions towards sustained impacts.

### d) Client-sponsored sector-specific projects:

ATPS will welcome client-sponsored sector-specific projects and consultancies aimed at achieving high-impact results from mostly private companies, selected donor agencies, and governments. Such projects and consultancies can include sponsored research and policy-scoping studies aimed at introducing new products, investments, and technologies into African markets and business environments.

Table 14: Summary budget for the implementation of ATPS Phase IX Strategic Plan 2023-2028

S/N	THEMES/SECTORS	(Figures in US Dollars)							Subtotal
		2023	2024	2025	2026	2027	2028		
<b>1.</b>	<b>Agriculture, Food and Nutrition Security</b>								
1.1	Undertake and support transdisciplinary research to generate new technologies and innovations for agriculture, food and nutrition	178,609.68	893,048.40	893,048.40	1,116,310.50	893,048.40	669,786.30		<b>4,465,242.00</b>
1.2	Identify and deploy new disruptive technologies and innovations for increasing agricultural productivity and value addition	148,841.40	476,292.48	595,365.60	744,207.00	744,207.00	446,524.20		<b>2,976,828.00</b>
	<b>Subtotal</b>	<b>327,451.08</b>	<b>1,369,340.88</b>	<b>1,488,414.00</b>	<b>1,860,517.50</b>	<b>1,637,255.40</b>	<b>1,116,310.50</b>		<b>7,442,070.00</b>
<b>2.</b>	<b>Energy</b>								
2.1	Undertake and support transdisciplinary research to generate new technologies and innovations, especially on renewable energy	186,051.75	558,155.25	744,207.00	930,258.75	744,207.00	558,155.25		<b>3,721,035.00</b>
2.2	Identify and deploy new disruptive technologies and innovations for increasing low-carbon energy access in Africa	99,227.60	421,717.30	545,170.07	496,138.00	620,172.50	372,103.50		<b>2,480,690.00</b>
	<b>Subtotal</b>	<b>285,279.35</b>	<b>979,872.55</b>	<b>1,289,377.07</b>	<b>1,426,396.75</b>	<b>1,364,379.50</b>	<b>930,258.75</b>		<b>6,201,725.00</b>
<b>3.</b>	<b>Climate Change and Environment</b>								
3.1	Undertake and support transdisciplinary research to generate new technologies and innovations for climate change adaptation, mitigation and resilience	217,060.38	868,241.50	824,829.43	868,241.50	824,829.43	651,181.13		<b>4,341,207.50</b>
3.2	Identify and deploy new disruptive technologies and innovations for building climate change adaptation and resilience capacity	130,236.23	520,944.90	520,944.90	442,803.17	651,181.13	416,755.92		<b>2,604,724.50</b>
3.3	Promote the ATPS Climate Sense Program (CSP)	69,459.32	364,661.43	347,296.60	434,120.75	399,391.09	243,107.62		<b>1,736,483.00</b>
	<b>Subtotal</b>	<b>416,755.93</b>	<b>1,753,847.83</b>	<b>1,693,070.93</b>	<b>1,745,165.42</b>	<b>1,875,401.65</b>	<b>1,311,044.67</b>		<b>8,682,415.00</b>
<b>4.</b>	<b>Health</b>								

4.1	Undertake and support transdisciplinary research to generate new technologies and innovations for efficient healthcare	37,210.35	272,875.90	297,682.80	260,472.45	320,626.01	210,858.65	1,240,345.00
4.2	Identify and deploy new disruptive technologies and innovations for improving healthcare system in Africa	61,303.30	294,062.84	198,455.20	212,197.88	260,472.45	196,208.43	1,240,345.00
	<b>Subtotal</b>	<b>98,513.65</b>	<b>566,938.74</b>	<b>496,138.00</b>	<b>472,670.33</b>	<b>581,098.46</b>	<b>407,067.08</b>	<b>2,480,690.00</b>
<b>5.</b>	<b>Education and Technology</b>							
5.1	Enhance Digital Literacy and Skills Development	57,200.35	185,639.20	350,728.35	332,465.50	232,657.95	275,365.50	1,158,691.35
5.2	Foster Innovation in Education Technology (EdTech)	101,184.00	595,365.60	399,391.09	446,524.20	117,000.00	198,455.20	1,857,920.09
5.3	Improve Access to Quality Education through Technology	476,292.48	130,236.23	347,296.60	399,391.09	446,524.20	243,107.62	2,042,848.22
5.4	Strengthen Policy and Institutional Support for Education Technology	101,267.50	364,661.43	620,172.50	294,062.84	101,184.00	350,697.20	1,832,045.47
	<b>Subtotal</b>	<b>735,944.33</b>	<b>1,275,902.46</b>	<b>1,717,588.54</b>	<b>1,472,443.63</b>	<b>897,366.15</b>	<b>1,067,625.52</b>	<b>6,891,505.13</b>
<b>6.</b>	<b>Creative Industries and Entrepreneurship</b>							
6.1	Foster Innovation and Creativity in the Creative Sector	211,325.30	51,851.00	213,700.00	120,369.50	372,103.50	99,227.60	1,068,576.90
6.2	Support Entrepreneurship Development in Creative Industries	990,25.50	102,524.40	150,487.30	295,367.05	146,272.07	100,300.69	893,977.01
6.3	Promote Cultural Heritage Preservation and Cultural Entrepreneurship	365,295.30	211,563.27	132,258.35	432,679.09	507,009.25	250,325.76	1,899,131.02
6.4	Advocate for Policy and Regulatory Reforms to Support Creative Industries	175,646.10	365,938.67	196,445.65	248,415.64	125,384.82	149,854.05	1,261,684.93
	<b>Subtotal</b>	<b>752,266.70</b>	<b>731,877.34</b>	<b>692,891.30</b>	<b>1,096,831.28</b>	<b>1,150,769.64</b>	<b>599,708.10</b>	<b>5,123,369.86</b>
<b>7.</b>	<b>Digital economy and ICT</b>							
7.1	Expand Digital Infrastructure and Connectivity	127,256.35	250,265.00	290,502.00	175,600.37	258,365.12	100,900.78	1,202,889.62
7.2	Promote Digital Inclusion and Skills Development	138,000.00	214,250.00	181,140.00	314,471.20	279,247.10	200,902.70	1,355,011.00



7.3	Foster Innovation and Entrepreneurship in the Digital Economy	325,599.12	526,183.20	407,132.90	198,276.10	542,098.35	258,302.90	<b>2,257,583.57</b>
7.4	Strengthen Policy and Regulatory Frameworks for the Digital Economy	327,698.21	179,170.98	558,155.25	272,690.20	295,369.27	197,170.80	<b>1,830,254.71</b>
	<b>Subtotal</b>	<b>918,553.68</b>	<b>1,169,869.18</b>	<b>1,436,930.15</b>	<b>961,037.87</b>	<b>1,375,079.84</b>	<b>757,277.18</b>	<b>6,645,738.90</b>
<b>8.</b>	<b>Monitoring and Evaluation</b>							
8.1	Program Management Unit	80,000.00	182,000.00	199,000.00	213,700.00	236,270.00	129,449.00	<b>1,040,419.00</b>
8.2	National Chapter Coordination	95,000.00	140,000.00	151,000.00	167,300.00	183,030.00	158,731.00	<b>895,061.00</b>
8.3	Board meetings	56,000.00	79,000.00	107,900.00	96,440.00	101,184.00	51,851.00	<b>492,375.00</b>
8.4	Audits	7,000.00	13,000.00	12,500.00	13,000.00	14,000.00	10,000.00	<b>69,500.00</b>
	<b>Subtotal</b>	<b>238,000.00</b>	<b>414,000.00</b>	<b>470,400.00</b>	<b>490,440.00</b>	<b>534,484.00</b>	<b>350,031.00</b>	<b>2,497,355.00</b>
<b>9.</b>	<b>Administration</b>							
9.1	Administration – 10% of program costs	136,600.00	508,400.00	543,740.00	599,519.00	599,261.90	411,471.20	<b>2,798,992.10</b>
	<b>TOTAL EXPENDITURE</b>	<b>3,909,364.72</b>	<b>8,770,048.98</b>	<b>9,828,549.99</b>	<b>10,125,021.78</b>	<b>10,015,096.54</b>	<b>6,950,794.00</b>	<b>48,763,860.99</b>



# 5 RISK MANAGEMENT STRATEGY



To ensure the successful implementation of its strategic plan for 2023- 2028, ATPS will adopt a comprehensive risk management strategy. This strategy involves several key components: risk identification, risk assessment, risk mitigation, continuous monitoring, and effective communication. These components will be integrated into all levels of ATPS’s operations to ensure that potential threats are managed proactively and efficiently.

**Risk Identification** will be the first step in ATPS’s strategy. The organization will employ various methods such as workshops, SWOT analysis, and reviews of historical data to identify potential risks. Engaging staff and stakeholders in these activities will help uncover internal and external threats that could impact project success.

Once risks are identified, **Risk Assessment** will follow. Each risk will be evaluated using a risk matrix that categorizes them based on their severity and likelihood. This assessment will incorporate both quantitative data, such as financial impacts, and qualitative insights from expert judgments and stakeholder feedback. This dual approach ensures a comprehensive understanding of each risk’s potential impact. Risk Mitigation involves

developing strategies to manage identified risks. ATPS will implement preventive measures to reduce the likelihood of risks occurring, such as establishing strict financial controls to prevent fraud.

Contingency plans will be developed to respond to risks if they materialize, ensuring that disruptions are minimized. Capacity building through staff training will also be a key component to enhance the organization’s ability to handle risks.

**Continuous Monitoring and Review** of risks will be essential to adapt to changing circumstances. ATPS will conduct regular risk reviews, utilizing Key Risk Indicators (KRIs) to provide early warning signs of potential issues. Quarterly review meetings will be held to assess progress, address challenges, and make necessary adjustments. These reviews will ensure that the risk management strategy remains dynamic and responsive.

**Effective Communication and Reporting** will be critical to maintaining transparency and accountability. A structured risk reporting framework will be established to keep senior management, the Board, and stakeholders informed about risk management activities. Regular progress reports will be shared, detailing the status of identified risks and the effectiveness of mitigation measures.

To ensure continuous improvement, ATPS will establish **Feedback Mechanisms**. These will include surveys, focus groups, and suggestion boxes to gather input from stakeholders. The feedback collected will be analyzed and used to refine risk management practices. Incorporating lessons learned from past projects and benchmarking against industry best practices will further enhance the organization’s risk management capabilities.

## Some of the Risks identified and possible Mitigation Measures

ATPS may face several typical risks during the implementation of its programs from 2023-2028. Financial Risks, such as insufficient funding or financial mismanagement, can be mitigated by diversifying funding sources, establishing stringent financial controls, and conducting regular financial performance reviews. Operational Risks, including disruptions from political instability or natural disasters, will be addressed through comprehensive contingency plans and strong local partnerships.

Technological Risks, like IT system failures or data breaches, will be managed by implementing robust cybersecurity measures, ensuring data backup systems are in place, and training staff on data protection best practices. To address Compliance Risks of not adhering to local laws and regulations, ATPS will regularly update its compliance policies, provide staff training, and engage legal experts for oversight.

**Strategic Risks**, such as the misalignment of projects with ATPS's objectives, will be mitigated by using strategic planning tools like the Theory of Change and conducting quarterly reviews to ensure alignment. Reputational Risks can be managed by maintaining transparency with stakeholders, implementing quality control measures, and having a crisis management plan ready.

**Resource mobilization** risks arise from difficulties in securing adequate resources to meet planned activities. Factors contributing to this include changes in donor program priorities, donor fatigue, competition for donor funding, and changes in government policies affecting the prioritization of Science, Technology, and Innovation (STI) and related ministries. To mitigate these risks, ATPS will diversify its funding sources by strengthening existing donor partnerships while exploring new ones. This will include charging fees for

training programs on STI policy research and implementation across Africa. Additionally, ATPS will continuously analyze donor priorities and profile the competition to stay ahead in securing funds. Empowering national chapters to raise funds locally and engaging national governments to finance STI capacity-building initiatives will also be key strategies. Furthermore, the research team will be trained to develop competitive proposals to secure funding for thematic and programmatic areas. Brand and reputational risks stem from low visibility of ATPS activities and ineffective management of its image, reputation, and relationships with stakeholders, including donors, partners, and clients.

To mitigate these risks, ATPS will develop and implement a comprehensive communication strategy. This strategy will include an inclusive stakeholder engagement plan, a robust public relations strategy, and a media engagement plan.

By proactively managing its communications, ATPS aims to enhance its visibility and strengthen its reputation among stakeholders. To ensure resilience and continuity in the face of potential disruptions, ATPS's strategic plan for 2023-2028 includes comprehensive contingency plans.

These plans address potential funding shortfalls and operational disruptions, maintaining the organization's ability to meet its objectives even under adverse conditions. Funding contingencies involve establishing reserve funds and developing alternative fundraising strategies to diversify funding sources. This includes seeking new donor partnerships, implementing fee-based services, and conducting local fundraising initiatives through national chapters. By diversifying its funding base, ATPS can reduce dependency on a limited number of donors and mitigate the impact of changing donor priorities or donor fatigue.

Operational contingency plans focus on ensuring the continuity of ATPS's operations during disruptions such as natural disasters or political instability.

Key components include developing comprehensive business continuity and disaster recovery plans, enhancing remote work capabilities, and forming crisis management teams. Regular drills and simulations will ensure that all staff members are familiar with their roles during an emergency. These measures aim to safeguard ATPS's mission and enable the organization to adapt quickly to changing circumstances, maintaining its support for STI development in Africa. Other operational risks will be managed through continuous monitoring and evaluation of all ATPS activities. Furthermore, the ATPS has developed a Safeguarding and

Security Protocol [6] that elaborates procedures for some of the risks that can emerge during project implementation. The ATPS Board of Directors will continue to provide important oversight to the overall organization's risk management. In addition to an external annual audit of financial statements, ATPS will continue to review and audit its internal controls and processes to ensure that the internal policy framework is robust enough. This is necessary to provide reasonable assurance regarding the effectiveness and efficiency of operations while at the same time safeguarding the company's asset.



[[6] Source: ATPS Mid-term Evaluation Report, available online at: [http://www.atpsnet.org/media\\_centre/focus/evaluation-report/index.php](http://www.atpsnet.org/media_centre/focus/evaluation-report/index.php)



# 6 MONITORING AND EVALUATION



*ATPS is committed to rigorous Monitoring and Evaluation to measure the impact and effectiveness of our projects, ensuring continuous improvement and success. Our expert MEL team works efficiently to provide accurate assessments and valuable insights.*

In its strategic plan, ATPS will implement a robust framework to effectively track and monitor the progress and performance of each project or program. This will include the use of various Monitoring and Evaluation (M&E) tools such as the Results Based Framework (RBF), Theory of Change (ToC), LogFrame, Participatory Monitoring and Evaluation System (PM&E), and Continuous Monitoring and Evaluation System (CM&E). The application of these tools will be tailored to each project's specific needs to ensure effectiveness and efficiency.

## a Framework for Tracking Progress and Performance

ATPS will establish a comprehensive M&E framework to track progress against key performance indicators (KPIs). This framework will involve regular data collection, analysis, and reporting to ensure that projects are on track to meet their objectives. The use of diverse M&E tools will facilitate detailed

tracking of performance metrics, allowing for timely identification of any issues and enabling prompt corrective actions.

## b Regular Review Meetings and Progress Reports

To ensure continuous oversight and effective management, ATPS will conduct quarterly review meetings. These meetings will serve to assess progress, address challenges, and make necessary adjustments to ongoing projects. Progress reports will be prepared regularly and shared with stakeholders to maintain transparency and accountability. The ATPS Board, which provides strategic guidance, will meet twice annually to monitor overall progress, approve activities, and review budgets. Additionally, the general membership of the network will meet biennially to evaluate activities and set priorities based on the needs of African countries and STI policy stakeholders.



**c) Feedback Mechanisms and Continuous Improvement Processes**

ATPS will establish robust feedback mechanisms to gather input from stakeholders and ensure continuous improvement in the implementation of its strategic plan. These mechanisms will include surveys, focus groups, and suggestion boxes, which will collect valuable insights and feedback from stakeholders at various levels. This feedback will be systematically analyzed and integrated into the planning and execution processes to enhance the quality and effectiveness of ATPS programs.

**d) On-the-Ground Coordination and External Supervision**

National Chapter Coordinators will manage the coordination, monitoring, and evaluation of national activities, ensuring alignment with the overall regional strategy. Thematic research programs will be overseen by

dedicated international experts who will provide external supervision, ensuring the quality of scientific outputs and policy outcomes. Additionally, the ATPS International Responsible STI Advisory Committee will conduct continuous peer reviews to uphold high standards of output quality.

**e) Financial Oversight**

For financial oversight, ATPS will engage internationally accredited audit firms to conduct annual audits in accordance with International Standards of Auditing. This will ensure financial transparency and accountability, reinforcing stakeholder confidence in ATPS’s financial management practices.

ATPS aims to create a resilient and responsive system that can adapt to changing needs and continuously improve the impact and effectiveness of its initiatives by integrating these components into this strategic plan.

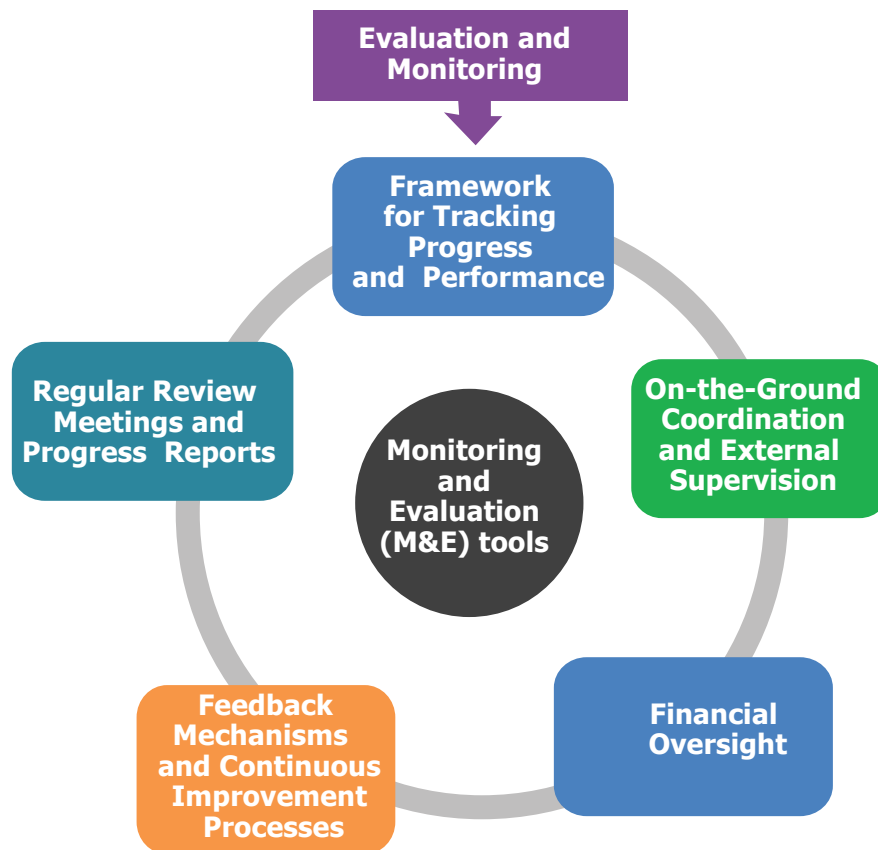


Figure 4: Evaluation & Monitoring

# 7 CONCLUSION

The new ATPS Phase IX Strategic Plan 2023-2028 aims to “Strengthen Africa’s capabilities in science, technology and innovation for sustainable development” and is born out of necessity to refocus and realign the ATPS priorities alongside key developmental goals (SDGs and Africa’s Agenda 2063 including STISA 2024) in order to meet the growing needs and aspirations of Africans at individual, institutional, local, national, regional and continental levels.

The Plan has identified four key sectors that will be of strategic priority in the next five years. These include: agriculture, food and nutrition security; energy; climate change and environment; and health. The Plan also identified five key programmatic priority areas that will be cross-cutting on the sectors to include: STI policy research, policymaking and advocacy; Training, sensitization and capacity building; Youth and gender empowerment; Knowledge brokerage, management and commercialization; and Intra-Africa and global collaboration and partnerships. The plan has also identified specific objectives, strategies for accomplishing it and expected outcomes under each of the thematic/programmatic priority areas.

Through this plan, ATPS has sought to articulate its vision for the continent, and its mission to contribute to poverty alleviation through science, technology and innovation research, policy and practice.

The centre piece of the mission is the strong belief that in Africa’s current predicament, bridging the knowledge, technological, and innovation capacity gaps between Africa and the rest of the world is the foundation for inclusive growth and sustained economic prosperity.

The plan builds on the achievements and strengths of the ATPS Network and critical analyses of experiences gained in the implementation of the previous plans. In setting the strategic objectives and priorities for the Phase IX Strategy, ATPS has taken a participatory approach recognizing the importance of the “strategic planning process” for ownership, buy-in, and effective program implementation for achieving the desired outcomes. The operational management of the plan will remain dynamic and reflexive in responding to the emerging priorities in the fast- changing STI policy space in Africa and globally.

We recognize that achieving the desired outcomes of this strategy will require significant investments in terms of Overseas Development Assistance (ODA), government support, and private- sector investments. We invite both traditional and new partners to support the new ATPS Phase IX Strategic Plan 2023-2028 through core grants, thematic/programmatic grants, and consultancies to enable us to achieve our stated objectives.



*ATPS Staff members speaking at various engagements held in different countries across Africa*

# ANNEXES

## Annex 1: Description of ATPS Flagship Projects

	Project Title	Project Overall Goal
1	Improving Agricultural Productivity and Resilience to Climate Change Using the LandPKS Mobile Technology	The LandPKS app is a community-driven app that enables users to instantaneously access climatic and soil information and interpret them in the context of local conditions and values, including crop preferences. Users are able to target investments on land for specific purposes such as specific crop choices for specific soils.
2	Linking Agriculture and Nutrition Value Chain for Improved Health Outcome (LANHO)	This project enables policymakers to answer the 'so what?' question when informed of food and nutritional deficiencies in their constituents' markets and households. It aims to produce a simulation model that will enable nutritionists and agriculturists to work together to determine technically and financially viable optimal mixes of food commodities that the markets should provide, at district, county, or country levels, to enable households to provide their population with better diets for improved nutrition and health outcomes.
3	Managing Organization (Hub) for Responsible Artificial Intelligence for Agriculture and Food Systems (AI4AFS) Innovation Research Network in Africa	This initiative aims to advance the responsible development, deployment, and scaling of homegrown AI research and innovations to tackle pressing challenges in agriculture and food systems in Africa. This will be accomplished through setting up, managing, and supporting an innovation research network on AI for agriculture and food systems.
4	Building the Capacity of Selected sub-Saharan African Countries to Effectively Measure Progress in their Nationally Determined Contributions' Implementation Using Tracking Tools and Indexes	This project, therefore, seeks to utilize the key product from this pilot study (monitoring and tracking tools) already developed and validated in eight (8) African countries to build the capacity of focal persons/champions in twelve (12) selected SSA countries to effectively measure their NDCs implementation progress using the tracking tools and Indexes.
5	Strengthening the National Research and Innovation Funding Agencies in West Africa – SRIFA	The overall goal of this project is to provide training and technical support that will strengthen the national research and innovation funding agencies in six selected West African countries namely, Burkina Faso, Côte d'Ivoire, Ghana, Nigeria, Senegal and Sierra Leone.
6	Technological Innovation Development in Africa to Enhance Employability, Entrepreneurship and Job Creation (TIDE)	The TIDE project proposed to review the STI policy and institutional landscape/ecosystem in selected sub-Saharan African countries namely: Ethiopia, Ghana, Kenya, Nigeria, Rwanda, Senegal, Uganda and Zimbabwe; with a view to understanding their statuses, what works (successes), what doesn't work (failures) and why (reasons for successes or failures). Empower young graduate innovators/entrepreneurs through the TICA programme with a view to enabling them scale up their innovations, start new businesses, support livelihoods, and create more jobs in their communities.
7	Strengthening the Capacity of the Extension System to use Proven Knowledge and Technologies to Sustain Equitable Locally Led Adaptation Among Smallholder Farmers (SCALE)	The overall goal of the proposed SCALE project is to strengthen the capacity of the extension system to use proven knowledge and technology to sustain equitable and locally led adaptation among smallholder farmers and farming communities in Nigeria and Senegal.

# ATPS Highlights









The African Technology Policy Studies Network (ATPS) is a trans-disciplinary network of researchers, private sector actors, and policymakers promoting the generation, dissemination, use, and mastery of science, technology, and innovation (STI) for African development, environmental sustainability, and global inclusion. ATPS intends to achieve its mandate through research, capacity building and training, science communication/dissemination and sensitization, participatory multi-stakeholder dialogue, knowledge brokerage, and policy advocacy.

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