Seeding Science for the Transformation of African Agriculture

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As gold which he cannot spend will make no man rich, so knowledge which he cannot apply will make no man wise.

– Samuel Johnson (1709-1784)
FARA has delivered on a number of target areas with the indicators pointing to a positive uptake of its outputs and performance during 2015, recording high ratings for project achievement and robust operational systems.

Partners and donors have demonstrated confidence in the work and mandate of FARA by investing in its programmes to deliver on agriculture research goals of providing the evidence for policy making and actions for a food secure Africa. This is in line with the CAADP commitments and the Malabo Declaration which underpin the African Union 2063 Agenda.

The watershed Paris Agreement of November 2015, provided a fresh impetus for our work, in boosting not only the research capacity on the African continent and growing the skills pool but in providing the critical knowledge outputs that will propel Africa in achieving the Sustainable Development Goals.

We want to thank our partners and associates for believing in us to deliver on the science research agenda for Africa. Their interventions in FARA’s research facilitation and programme implementation are invaluable and have consolidated FARA’s institutional mandate on the continent.

FARA’s institutional reforms are paying dividends in a more efficient, effective and innovative approach to doing and keeping business. We are confident of our transformative role in Africa’s development through a FARA that is financially sound, robust and continually innovating.

We are not content with simply promoting agriculture research for Africa’s development, but want agriculture research that transforms Africa into a knowledge society where information is harnessed as a tool for innovation. Investing in science is Africa’s development ticket.

FARA is what it is today because of the passion and dedication of many people and organisations. We would like to thank the Board of Directors for their wisdom in guiding the Forum to a higher level of achievement and excellence. We thank our incredible staff for their diligence and innovation in implementing our programmes.

FARA is doing the right things right as confirmed by our performance score card. 2016 holds greater prospects to excel in what we do best: developing and implementing unmatched science research capacity to take Africa forward.

It is our pleasure to present the 2015 annual report.

Yemi Akinbamijo
Executive Director

Dr. Charity Kruger
Chairperson of FARA
The Forum for Agricultural Research in Africa (FARA) is the apex continental organization responsible for coordinating agricultural research for development (AR4D) in Africa so as to increase its efficiency and effectiveness. It serves as the entry point for agricultural research initiatives designed to have a continental reach or a sub-continental reach spanning more than one sub-region.

FARA serves as the technical arm of the African Union Commission (AUC) on matters concerning agricultural science, technology and innovation. It provides a continental forum for stakeholders in AR4D to shape the vision and agenda for the sector and to mobilize themselves to respond to key continent-wide development frameworks, notably the Comprehensive African Agriculture Development Programme (CAADP) of the African Union (AU) and the New Partnership for Africa’s Development (NEPAD).

**FARA’s vision:**

Reduced poverty in Africa as a result of sustainable broad-based agricultural growth and improved livelihoods, particularly of smallholder and pastoral enterprises

**FARA’s mission:**

Creation of broad-based improvements in agricultural productivity, competitiveness and markets through strengthening of the capacity for agricultural innovation across the continent

**FARA’s value proposition:**

Strengthening Africa’s capacity for innovation and transformation by visioning its strategic direction, integrating its capacities for change and creating an enabling policy environment

FARA’s strategic direction is derived from and aligned with the Science Agenda for Agriculture in Africa (S3A), which is, in turn, designed to support the realization of the CAADP vision of shared prosperity and improved livelihoods.

FARA’s programme is organized around three strategic priorities, namely:

- Visioning Africa’s agricultural transformation through foresight, strategic analysis and partnerships to enable Africa to determine the future of its agriculture, using proactive approaches to exploit opportunities in agribusiness, trade and markets, taking best advantage of emerging sciences, technologies and risk mitigation practices and approaches, and harnessing the combined strengths of public and private stakeholders.

- Integrating capacities for change by making different actors aware of each other’s capacities and contributions, connecting institutions and matching capacity supply to demand, so as to create consolidated, high-capacity and effective African agricultural innovation systems that can use institutional comparative advantages to mutual benefit while strengthening individual and institutional capacities.

- Enabling the environment for implementation, initially through evidence-based advocacy, communication and stakeholder engagement to generate enabling policies and institutions, then by ensuring the widespread stakeholder support required for the sustainable implementation of programmes for African agricultural innovation.
Key to these outcomes is the delivery of three important results, which respond to the strategic priorities expressed by FARA’s clients. These are:

**Key Result 1:** Stakeholders empowered to determine how the sector should be transformed and to undertake collective actions in a gender-sensitive manner

**Key Result 2:** Strengthened and integrated continental capacity that responds to stakeholder demands in a gender-sensitive manner

**Key Result 3:** Enabling environment for increased AR4D investment and implementation of agricultural innovation systems in a gender-sensitive manner.

FARA’s development partners are the African Development Bank (AfDB), the Australian Agency for International Development (AusAiD), CGIAR, the Danish International Development Agency (DANIDA), the Canadian Department of Foreign Affairs, Trade and Development (DFATD), the UK’s Department for International Development (DFID), the European Commission (EC), the governments of the Netherlands and Italy, the Norwegian Agency for Development Cooperation (NORAD) and the World Bank.

**Acknowledgements**

The FARA Secretariat gratefully acknowledges the support and participation of all its stakeholders in 2015. Our stakeholders include sub-regional research organizations, national governments, national agricultural research organizations and systems, universities, policy networks, civil society actors – farmers, non-government organizations (NGOs) and private-sector companies and entrepreneurs – service providers, extension services, advanced research institutions, and international agricultural research centres.

The Secretariat also gratefully recognizes the contributions made by FARA’s development partners in financing and supporting its activities: the European Commission (EC), the International Institute of Tropical Agriculture (IITA), the International Fund for Agricultural Development (IFAD), Federal Ministry for Economic Cooperation and Development (BMZ)/University of Bonn, Germany, the African Development Bank (AfDB), the Norwegian Agency for Development Cooperation (NORAD), the Brazilian Agricultural Research Corporation (Embrapa), the Alliance for a Green Revolution in Africa (AGRA), the Bill & Melinda Gates Foundation, the Global Forum for Agricultural Research (GFAR).

We thank the World Bank for providing guidance. This guidance underpins many of the achievements reported here.

The Secretariat also acknowledges: FARA’s Board of Directors, for providing oversight and strategic guidance to the Secretariat; the African Union Commission (AUC); the NEPAD Planning and Coordinating Agency (NPCA); the Secretariats of the regional economic communities; and the Government of Ghana, as host country and for providing political and organizational support.

Finally, the Secretariat thanks its own staff for their dedicated efforts in coordinating and facilitating the activities reported here.
FARA at a glance

Visioning Africa’s agricultural transformation
Integrating capacities for change
Enabling the environment for implementation

3 Strategic Priorities

$15m Annual Research

11 Partnerships & Strategic Alliances

34 Professionals Trained

266 Innovation Platforms Established

3,218 Jobs created through UniBRAIN

38,696 Followers on Social Media

5,3579 Publications

50,000 Monthly Website Views from People in 197 Countries

A++ Ratings on actual achievement of expected results

3-way strategy for implementation
Convinced of the need to generate measurable performance and deliver results on its work, FARA adopted the ‘Managing for Development Result’ framework during the year under review. This reflects FARA’s modified approach to the annual planning, budgeting and the performance management cycle to improve use and sharing of information. This will ensure more effective and efficient use of resources.

The broad corporate strategic goals and the Performance Management Framework (PMF) to align and track resources to support FARA’s strategic goals have been defined and are in implementation. This ensures that projects review their result frameworks to develop robust and measurable strategic objectives that meet set performance standards.

Planning has been separated from the budget process to ensure it focuses on long term results as the Annual Work Plan and Budget represent as a phased rollout of the entire Medium Term Operational Plan (MTOP), a five-year action plan to deliver key FARA results by 2018. Operational units now focus on intermediate results that are fully nested within the key results in developing their annual work plans. In addition, milestones and associated outputs for the year are now specified for ease of tracking progress.

The Monitoring and Evaluation and Finance Units provide information, guidance, and tools on the new planning and budgeting processes. Under the revised M&E strategy, trainings are planned to incorporate the new planning, budgeting and performance management requirements.

Increasing impact: proper planning and programming
Realizing the Medium Term Operational Plan

Relevance and impact are cornerstones of FARA's operations articulated in the new Medium Term Operational Plan (MTOP). The 2014-2018 MTOP was initially structured around 3 Strategic Priorities with an implementation strategy hinged on strategic visioning and foresight, strengthened partnerships and stakeholder participation, knowledge management and sharing, integrated capacities and strong advocacy for increased investment in agricultural research and innovation systems in Africa. Our achievements will be assessed through four performance indicators at the project development objective (PDO) level and 14 performance indicators at the key results level. The plan has 12 specific outputs measured by 62 output indicators to be delivered through 49 activities.

Two years into the implementation of the MTOP 2014-2018 launched in July 2013, a number of unanticipated fundamental changes have taken place within the Forum, the African continent and the international development environment. As a result, some of the planned activities have been drastically scaled down and the current MTOP is being revised in discussion with our development partners. A key result of the recast Plan will be re-asserting FARA as a knowledge institution that uses data, knowledge development and management to strengthen capacity development, technology, integration & partnerships, and communication for Africa to increase its productivity, competitiveness, integration and partnerships using the Science Agenda for Agriculture within the CAADP framework. The four strategic objectives envisaged to be achieved by the revised MTOP mean:

1. Providing knowledge and decision support to stakeholders on capacities, policies, practices, technologies and innovative funding instruments to aid the implementation of the science agenda.

2. Developing appropriate frameworks and guidelines for integrating the science agenda in CAADP and STISA 2024 processes and strategies so as to improve productivity, competitiveness and integration of the agricultural sector.

3. Strengthening policy, technical and institutional capacities of national and regional stakeholders to design and implement programs of the science agenda.

4. Building and strengthening innovation systems and partnerships among national and regional stakeholders as well as development partners to facilitate multi-stakeholder engagement, dialogue and resource support for the implementation of the science agenda and regional integration.

During the final phase of the MTOP, FARA’s operations will be driven by the three Core Programmes in Knowledge Management and Decision Support, Capacity Development for Implementation of the Science Agenda and Innovation Systems and Partnerships. By 2018, FARA anticipates to have facilitated processes leading to increased agricultural productivity, improved agro-industry competitiveness and increased integration and strengthened partnerships for the science agenda.

Results-based management (RBM) which means new approaches to planning processes, monitoring and evaluation (M&E) systems, governance and management structures, was systematically introduced in 2014 to shift from an output-focused intervention agenda to one focused on outcomes. FARA has since reshaped its programme structure for its second MTOP phase, shifting from network support functions (NSFs) to strategic priorities (SPs). The annual work plans (AWPs) have been redesigned into clusters of activities with a strategic objective and a sequence of elements. These elements include activity tasks, products, research outcomes, development outcomes, and impacts which with the causal linkages represent the intervention logic from an actor-centred perspective. This constitutes FARA’s impact pathway and forms the basis for performance, monitoring and reporting.

Following the successful completion of the First MTOP in December 2013, FARA is consolidating gains made by reposition itself under the new Strategic Plan and the Science Agenda for Agriculture in Africa (S3A) which together articulates the new space that FARA now occupies in providing knowledge and knowledge management services to African agricultural innovation systems in sustaining the CAADP momentum.

FARA takes a central position in mediation and boundary spanning roles in delivering Africa’s future through a science-led transformation. In the broader discourse of the ‘Sustaining CAADP Momentum’, articulating FARA’s role and the definition of anticipated integrated capacities for
change will become increasingly important. The vision for S3A, that “By 2030 Africa is food and nutrition secure, a global scientific player, and the world’s food-basket” resonates with and contributes to the African Union Agenda 2024 – Science, Technology and Innovation Strategy for Africa (STISA) and AU Agenda 2063. The S3A constitutes the overarching framework for the implementation of the strategic priorities of FARA.

As part of the refocusing and repositioning agenda, careful efforts have been taken in unveiling a strengthened FARA brand that meaningfully projects the Forum’s key achievements, comparative advantage and core functions to African and global partners. FARAs has also made an impact on the media landscape, with the new website achieving 51,875 monthly hits from 197 countries, in addition to its work featuring on online and offline media outlets. The new site has boosted FARA’s online presence complimented by the websites for eCapacities Africa and the African Agricultural Incubator Network developed and activated in 2015. FARA is also active on social media disseminating content on Twitter, Facebook, Instagram and YouTube.

Given the context of the contemporary evolution in the agricultural development space on the continent, FARA needs to constantly sharpen its edge to remain relevant and strengthen the innovative capacities of its constituents and stakeholders. In addition, the Forum is working to effectively communicate and share information on technologies and innovations among its stakeholders, thereby position itself as Africa’s agriculture research knowledge hub.

FARA and other agricultural research-for-development (AR4D) organisations with supra-national mandate have operated under an informal platform of CAADP Pillar IV organisations in promoting the CAADP agenda. Through this platform we have conducted joint planning and resource mobilisation; evaluated our outcomes, taken stock of outcomes of collective efforts and identified measures for strengthening the coordination of our interventions to reinforce synergies and minimize duplications. FARA along with AFAAS, ASARECA, CCARDESA, CORAF/WECARD are funded by the same group of development partners. Our funding is pooled into a Multi-Donor Trust Fund (MDTF) administered by the World Bank. We are all severely challenged in mobilising funding.
SP#1: Visioning Africa’s Agricultural Transformation Strategic Priorities

The time for Africa’s transformation is now. Agriculture, contributing 30 percent and more of the GDP of many African countries, is the continent’s pathway out of poverty. Through dedicated investment in the research capacity in this sector, Africa has no reason to lag behind in adopting and scaling up agriculture technologies. Agricultural research will help Africa unlock the value of its agriculture in eliminating poverty, malnutrition and unemployment which remain barriers to realising food and nutritional security and global competitiveness.

Africa can feed Africa. Science research is the tool to deepen and expand its capacity to innovate and implement the strategic actions to deliver a self-sufficient continent. Creating synergies between African institutions and integrating systems to achieve change will ensure Africa anticipates and responds timeously to changes in the advent of climate change, policy and technological advancement.

FARA is in the driving seat of implementing the Science Agenda for the transformation of the African continent. The Strategic Priority on visioning Africa’s agricultural transformation aims to enable the continent to determine the future of its agriculture with proactive approaches to explore opportunities in agribusiness, trade and markets, taking best advantage of emerging science technologies and risk mitigation and utilizing the combined strengths of public and private sectors stakeholders.

The SP1 function has contributed immensely to the delivery of FARA’s mandate to provide support to ensure broad-based agricultural productivity, competitiveness and markets. This was achieved through high level stakeholder ownership of evidence-based information and policy recommendations derived from strategic analysis and foresight studies. In addition, functional platforms and partnerships for agricultural innovation and trade as well as broad-based high level stakeholder ownership and commitment to a common African science and innovation agenda contributed to this success.

The SSA CP and the Humidtropics which are focusing on scaling the IAR4D concept and Innovations Platforms facilitated the establishment of seven innovation platforms and the training of stakeholders in four of the platforms on the operation of the IAR4D-IP. This facilitated the smooth establishment, development of business plans and commencement of activities.

Some of the key IP developments during the year under review include the establishment of six clusters in the South West States of Nigeria by the University of Ibadan-led organic innovation platforms. While the NIOMR led aquaculture platform finalized business linkages to commercialize the canning of catfish and secured the certification from the federal government of Nigeria.

Within the Humidtropics, FARA alongside other stakeholders, facilitated the establishment of the Ghana action area Research for Development Platform (R4D) of the project and four innovation platforms within the cocoa based system in Ghana. More than 15 ARD stakeholders’ organizations participated in the implementation of project activities in Ghana. The same applied to the Cote d’Ivoire IAR4D platforms in the city of Soubre.

FARA also strengthened the capacity of more advanced IPs in converting developed technologies into commercial opportunities. Five frontline IPs from Uganda, Rwanda, Benin and Nigeria were supported to participate in the AAIN conference in September 2015. The platforms have since joined AAIN to foster benefits from commercial opportunities.
SP#2: Integrating Capacities for Change

During the reporting period, progress was made in four broad areas – the AHC-STAFF providing the evidence for demand-led human capital formation; the TAP programme; eCapacities live site development and training of power users; UniBRAIN programme; and the TIGA bilateral project being undertaken jointly with the University of Bonn in Germany.

The AHC-STAFF seeks to develop a framework for demand-led human capital formation to ensure successful implementation of CAADP NAFSIPs, the Science Agenda for Agriculture in Africa (S3A) and other food security strategies and programmes in African countries. Coordinated by FARA and implemented on the principle of subsidiarity by ASARECA, CCARDESA and CORAF/WECARD, the programme targeted 18 countries for four key studies. Study outcomes will help design the AHC-STAFF framework at country and regional levels. Lead consultants have been recruited by FARA and funding released to all the sub-regional partners. Inception workshops were held in ASARECA and CCARDESA to raise awareness on AHC-STAFF among key project stakeholders and agree on the proposed methodologies for studies.

The 16th FARA Board meeting in May 2015, recommended a drastic reduction in AHC-STAFF budget to reserve funds for other essential FARA operations over the next two years while trying to mobilize new funding. As a result, the AHC-STAFF has been halved from an initial eight to four studies. In March, FARA participated in TAP Capacity Development Expert Group workshop held in Montpellier, France which engaged a group of experts from TAP Partners, chairs of the TAP Global Task Force and the TAP Steering Committee to discuss the outcome of a preliminary review report to develop the common framework on capacity development for agricultural innovation systems in tropical countries. The workshop recommended constituent elements of the framework, needs assessment, M&E, the TAPipedia and on how the Capacity Development for Agricultural Innovation System (CDAIS) project could be better launched in four target countries in Africa.

In line with its observatory function, FARA has developed a Web-based facility dubbed the ‘eCapacities’ to address co-ordination and targeted investments disparities leading to wasteful duplication, critical gaps and an overall mismatch in the supply and demand in capacities. The eCapacities advocates for directed investment in strengthening the innovation capacity of all stakeholders. Developers have validated and handed over the live version of eCapacities to FARA. About 30 participants comprising FARA staff and supply-side partners from Kenya, Uganda, and Ghana have been trained on using this tool.

FARA is also collaborating with the University of Bonn in Germany, to implement the “Technology (ex-ante) Assessment and Farm Household Segmentation for Inclusive Poverty Reduction and Sustainable Growth in Agriculture (TIGA)” project in Ghana. The TIGA project aims to access innovations that foster agricultural productivity and rural growth to the poorest smallholder farmers. FARA is currently developing a business plan to package and target agricultural technologies for the identified group in specific regions of Ghana.
UniBRAIN at work

UniBRAIN which ended the Danida funded implementation phase in December 2015, is being transformed into the African Agribusiness Incubator Network (AAIN). The new network will be managed as a business entity and subsidiary of FARA. The UniBRAIN consortia was ahead of target in incubating new start-up businesses in the five target countries with 186 agribusinesses established against a project target of 120.

In July, Afribanana Products (ABP) Ltd, a start up from the UniBRAIN initiative, formally launched its operations at a colourful ceremony presided by AUC Commissioner H.E. Rhoda Peace Tumusiime. The launch was attended by several stakeholders, including representatives from FARA, 4 other UniBRAIN pilot incubators, UniBRAIN partners, government and the business community. The new incubator facility was also commissioned during the launch, generating greater public awareness about the activities and business offerings of ABP Ltd. In addition, there was increased visibility for FARA and attendees were sensitized about the upcoming AAIN conference.

The UniBRAIN activities have generated over USD800 000. This underlines their potential for expansion as more of the businesses reported increased income and decreased cost of production and operational time.

The six pilot incubators continue to expand operations which have incubated 160 start-ups and created 2,559 full time and part time jobs directly from the incubation process. 121 SME’s have been assisted to expand and diversify their businesses or enter new markets. Apart from this, over 14,000 households have benefited as suppliers for incubation activities and 1,058 students from improved education through internships and apprenticeships. The project also trained 55 MSc graduates.

UniBRAIN continues to garner and learn lessons during implementation and to look outward to alternative successful incubation models on the continent and experience sharing to inform future up-scaling. UniBRAIN visited Finland in September to explore the establishment of business partnerships and collaboration with the HAMK University. A Memorandum of Understanding was signed between FARA and HAMK University of Applied Sciences to enhance agribusiness incubation in Africa.

As part of the sustainability planning, the UniBRAIN Facility plans to mobilize resources to replicate the UniBRAIN model in all African countries. Resources will include grant funding initially but later predominantly emanate from a business revolving fund and the provision of cost-based services to incubators by AAIN. The process to actualize this began with submission in March, of a concept note to the African Development Bank and Danida. Other proposals to AGRA have been processed to fund country level incubation activities in various countries. In September, AGRA awarded a grant of $500,000 to UniBRAIN in partnership with Agri-Impact Consult in Ghana, to implement the Entrepreneurship for Commercial Seed Incubation Business (ECoSIB) project. The project aims at building technical and managerial competencies of SMEs in seed business and developing a cadre of seed business entrepreneurs with the requisite skills to engage in commercial production and distribution of quality seeds in Ghana. The grant is initially for 2-year funding for a planned 5 year programme.
SP#3: Enabling Environment for Implementation

In the first quarter of 2015, FARA developed the ATFP D-Group and received CVs from national level consultants in Burkina Faso, Malawi, Morocco, Nigeria, Uganda, Tunisia, and Zambia. In the second quarter of 2015, eight national consultants or country team leaders (CTLs) were selected based on their fulfilment of the eligibility criteria stated in the ToRs. Consequently, the contracts were finalized and the first tranche consultancy fees paid to 7 CTLs. Five (Malawi, Tunisia, Burkina Faso, Zambia, and Cameroon) out of the eight CTLs met the first level deliverables as stated in the signed contracts by submitting the first draft of the economy-wide country spreadsheets.

In June 2015, FARA received EoIs and CVs from two international consultants who agreed to coordinate the implementation and write-up of ATFP for the 8 countries. By end of third quarter of 2015, FARA had finalized contracts with the two international coordinating consultants (ICCs). In addition, all CTLs have submitted to the ICCs the first draft of their economy-wide country spreadsheets and the CTLs received technical inputs from ICCs on how to improve on the accuracy of the spreadsheets. Two CTLs from Nigeria and Malawi met the second level deliverables and the second tranche (50%) of the consultancy fees was processed and transferred. As at December 2015, the eight CTLs had developed the country ATFP reports which comprised the analysis and narratives of a time series of agricultural and aggregate TFP and their disaggregated measures into farm level, upstream and downstream components. In order to enhance the quality of the reports, FARA organized an interim workshop in December in Accra, Ghana during which CTLs presented their reports, exchanged ideas among other CTLs and received comments/inputs from each other.

Making Malabo work for Africa’s shared prosperity

In June 2014 the AU Heads of State and Government adopted the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods. The Declaration agreed on a number of commitments to achieve growth targets, including but not limited to, ending hunger by 2025 and enhancing resilience in livelihoods and production systems to climate variability and other shocks. The commitments require that by 2025, Africa should double agricultural productivity and reduce by half post-harvest losses. They also require that by 2025 at least 30% of farm/pastoral households are resilient to shocks and that resilience and risk management are mainstreamed in policies, strategies and investment plans.

In keeping with the CAADP Results Framework, the Malabo Declaration placed emphasis on implementation, results and impact. It directed the AU Commission and AU-NPCA to develop an implementation guide that is linked to the results framework. FARA has been mandated to provide the research evidence to support the growth in productivity. To that end, a series of studies were conducted to enhance understanding of the local political economy, factors and drivers that stimulate or hinder adoption of Climate Smart Agriculture (CSA). This was in addition to strengthening of the capacity of African research institutions to deliver proven CSA technologies that help to increase agricultural productivity.

The Malabo Declaration presents a perfect opportunity to leverage on agricultural research for the evidence to inform policy making and investment in technology adoption and innovation to meet the poverty alleviation, nutrition and food security goals.
FARA and the NEPAD Agency in joint consultations have reflected on adapting the S3A to operationalize aspects of the Malabo Declaration agenda related to agriculture research. The consultations were guided by two overarching questions:

a) What are the agriculture research issues and questions related to serving the S&T requirements in pursuit of the Malabo Declaration Goals?

b) What are the policy and institutional and human skills changes and needs that will be necessary to reform and strengthen Africa’s agricultural research capacity starting with National Research Centres through to the SROs and FARA?

A two-day working session held in August 2015 developed the framework for the partnership between NEPAD and FARA focusing on a set of action points for NEPAD Agency, AUC and FARA on operationalizing the recommendations on the agriculture science agenda within the context of Malabo Declaration. The consultations also considered the Malabo Implementation Strategy and Roadmap and check list to catalyse and guide the strengthening and aligning of national research systems to directly serve country agriculture development agendas within the scope and targets of the Malabo Declaration.

Linking with Monitoring and Evaluation Communities of Practice

During the reporting period, links and communication were maintained with key communities of practice on monitoring and evaluation. The International Development Evaluation Association (IDEAS); National Evaluation capacities programme on UNDP; African Evaluation Association (AfREA); various national Evaluation associations; the African Community of Practice for Managing for Development Results (AfriK4R); the Monitoring, Evaluation and Learning CoP initiative of CIP.

The final draft report of the MTOP independent review was adopted by the FARA Board, taking note of the limitations of conclusions due to limited stakeholder responses. The PSTAD revised evaluation report was also received and the final AfDB supervision mission concluded and the project closed.
Embracing strategic planning and performance management

As part of on-going efforts to reinforce linkages between institutional policies and strategies, unit and project-level strategic planning, project design and implementation, and performance monitoring and evaluation, FARA embraced the Programme Cycle Management (PCM) for evidence-based development interventions.

A strengthened and integrated PCM enables effective interventions and maximization of development impacts. This allows FARA to provide analysis and data on what is working, determine strategic opportunities and trade-offs, evaluate projects and interventions, and feed knowledge into its programming and future policy development. PCM provides a more strategic and evidence-based approach to justifying resources and serves as the basis for a more integrated budget cycle, ensuring that resource decisions are built around strategic plans, priorities, performance and evaluation data.

FARA interventions are conceived as multi-stakeholder and multi-location collaborative initiatives, and their management structures are complex. Introducing results based management (RBM) is a challenging process with implications for strengthening outcome thinking at all management levels and requiring the full engagement and collaboration of all programme members.

Furthermore, FARA is implementing the Monitoring, Evaluation and Learning function (MEL@FARA) which facilitates and guides the planning, monitoring, reporting and institutional learning processes. The M&E team plays a central role in facilitating review workshops and acts as “change agents” within teams, familiarizing them with new concepts and tools. MEL@FARA will assist the Forum develop and implement a comprehensive M&E and performance measurement system that documents Africa's performance in achieving its agricultural development objectives and intermediate results, in compliance with the CAADP and other pertinent guidance on performance management.

Knowledge Management (KM) is a critical component of MEL@FARA which provides comprehensive monitoring and evaluation support services to the FARA Secretariat. KM is the unifying matrix for an operation large and complex as the AAIS, thereby ensuring vigorous and continuing communication across the many actors - both thematic and technological.

The FARA Knowledge management system (KMS) facilitates the collection, recording, organization, retrieval, and dissemination of knowledge. This includes documents, accounting records, unrecorded procedures, practices, and skills. KM as a system covers the process of knowledge creation and acquisition from internal processes and the external world. The collected knowledge is incorporated in organizational policies and procedures and then disseminated to stakeholders.

Within the context of the envisaged M&E system automation, there is a broad computer-based “Management Information System” (MIS) that provides managers with the tools to organize, evaluate and efficiently manage work and outputs within FARA. In order to provide past, present and prediction information, the MIS will include software that helps in decision making; data resources such as databases; the hardware resources of a system; decision support systems; people management and project management applications and any other computerized processes that will enable FARA to run efficiently.

The revised FARA M&E Strategy provides a blueprint for improving the efficiency, effectiveness and overall accountability of FARA. The accompanying Performance Monitoring Guidance Manual published in 2014 outlines a number of concrete actions FARA and partners must take to maximize impact and improve the way of doing business unusual.

FARA policy and strategy places renewed emphasis on the implementation of solid M&E processes to quantify results, measure impact and inform planning. This has increased reporting requirements for the FARA Secretariat but ensures that the Forum is at the top of its game in meeting reporting standards, promoting transparency and consolidating efficiencies.
Activity Map – Revised AWP&B 2015

## Science Agenda for Agriculture in Africa

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<td>S3A: Science Agenda for Agriculture in Africa: Basic science capacity study, Foresight studies and meetings</td>
<td>PAEPARD, ABRIM, PARI, IntensAfrica: Mobilise and include, build/strengthen capacities and empower “non-traditional” and more “traditional” research actors to actively engage in multi-stakeholder partnerships to improve and implement impact-oriented demand-driven agricultural research for development projects.</td>
<td><strong>IPs (IAR4D/IPTAs):</strong> Organise teams with incentives to jointly innovate and bring about mutually desirable change by aggregating key competencies and knowledge required to address the problems, opportunities and entry points that prompted the establishment of the platforms.</td>
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<td>Corporate Governance (Board, EDU): Advising member countries on agricultural research and innovation policies, the use of science in agriculture and the agricultural research sub-sector, and for putting together, when needed, financial arrangements to support agricultural research reform programs. Promote public understanding of and support for the Forum and its policies, on the applicable rules of law and procedures.</td>
<td><strong>M&amp;E:</strong> ensuring that FARA's annual work programme is consistent with the Strategic Plan and Medium Term Operational Plan, monitoring of outputs and outcomes and for providing evidence that FARA investments are yielding results among the beneficiaries.</td>
<td><strong>Human Resources, Information Technology and General Support Services:</strong> Provide staff with a full range of information and personnel services. Manage the system of compensation and benefits; oversee staff training, offer career and education counselling. Provide services to manage information; facilitate communication, including across languages; and help build an effective work environment.</td>
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</table>
Evaluations

FARA works with and through partners to produce quality research and knowledge products as part of growing it into a dynamic platform for collaborations and innovations.

FARA is keen to know the extent to which its programmes have achieved their defined goals and objectives. Consequently, impact is measured through regular studies, field visits and sub-grantee reports. Programme units at the Secretariat are engaged to ensure that data collection from the field meets expected standards in terms of quality and consistency. Studies are carried out at three levels - baseline, mid-term and end-of-project evaluation. FARA uses Independent Evaluations to assess the relevance, efficiency, effectiveness, sustainability and impact of its interventions to targeted beneficiaries. Results from these studies are used as evidence to inform learning, improvement and accountability to stakeholders.

The new FARA evaluation policy, including guidance and training, requires the conduct of programme evaluations and provision of transparent results. The M&E Unit is aggressively moving forward to implement the policy and build a foundation for the use of evaluation findings to inform: a) the establishment or revision of the strategic objectives; b) budgetary and programmatic decisions; and c) strategies that support the use of evaluations and performance data to improve FARA decision-making. While emphasizing the importance of independently conducted evaluations, an operative objective of the evaluation policy (as well of capacity building efforts) is to help units determine the most rigorous study designs appropriate for their programmes/projects/efforts given their size, stage of development and other factors.

The performance monitoring guidance manual provides comprehensive evaluation guidelines on planning, managing, and conducting evaluations. Both the evaluation policy and evaluation guidelines stress rigor and independence of performance and impact evaluations—the two principal types of evaluations carried out.

Furthermore, to ensure that evaluation is conducted systematically and that evaluation findings are used to improve programmatic performance and policies, it is important for programme and policy decision-makers to understand what is being evaluated, the purposes for the evaluation, and how evaluation findings are applied. To this end, FARA is creating an Evaluation Registry to collect information on what programmes or activities are being evaluated, the level of funding, how evaluation results were used, other organizations partnering with FARA on the evaluation, and how the evaluation links to overall FARA objectives.

Partnerships for Effective Development Cooperation

During the reporting period, the FARA-NORAD Climate Smart Agriculture (CSA) project and AfricaInteract, organized an International Conference on enabling informed decision and policy-making for adaptation to climate change in Africa. The joint conference was a recommendation of the first planning meeting of project implementing partners organized at the FARA Secretariat in February 2014. Convened under the theme ‘Providing evidence and fostering research-policy linkages to support adaptation to climate change in Africa’, the conference brought together 183 stakeholders involved in climate change adaptation and CSA including research and development (R&D) actors of the various sub regional platforms of AfricaInteract, representatives of farmers’ organizations (FOS), policy makers, development partners, civil society, and other non-state actors in the agriculture, health and urban sectors. Stakeholders exchanged views on the research evidence generated by AfricaInteract and the baseline surveys of the FARA-NORAD project.

The conference forged a collaboration framework within and across regions in Africa to enhance informed decision-making for adaptation to climate change in Africa and shared valuable information and knowledge on climate change adaptation and enhanced understanding of evidence-based CSA policy and programme design. Participants reflected on the outcomes of the recently concluded CoP 20 with regards to the case for Africa championed by the African negotiators. They also deliberated on how informed decision-making could contribute towards the goal of the African Climate Smart Agriculture Alliance (ACSA) to scale-out CSA among 6 million smallholder farmers in Africa.

FARA co-organized with NEPAD and the Africa CSA Alliance, a CSA event at the NEPAD Office in New York during the UN meeting on Sustainable Development Goals held in September 2015, to sensitize the public on the work of
the Alliance on CSA. The event involved a high-level panel discussion on CSA chaired by H.E. John Kufuor, former President of Ghana. In November 2015, FARA participated at the COP 21 conference held in Paris, France during which it held a side event to explore innovative partnership approaches to achieve CSA. The event was jointly organized by FARA and the International Livestock Research Institute (ILRI); Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN); Norwegian Forum for Environment and Development (ForUM); Southern African Confederation of Agricultural Unions (SACAU); University of Copenhagen; and World Vision International (WVI).

The partnership formation function of FARA also recorded good results within the reporting period. The partnership between African countries and the German government within the “One World-No Hunger initiative” commenced research activities on the Programme to Accompany Research with Innovation (PARI). The PARI programme aims to ensure the generation of socio-economic benefits from research activities and scaling innovations. The 12 participating countries developed a uniform methodology to conduct the three studies during 2015 that will provide empirical data and synthesis reports analysing agricultural innovation for the SSA countries involved in the PARI project. Furthermore, the studies are expected to provide a synthesis on lessons learnt from Innovation Platforms in SSA as well as study national and international investment initiatives on innovation for development, food and nutrition security in Africa. The initial output of the PARI initiative provided good information and data sets on the trajectory for agricultural development in the participating countries. The current version of the document has been disseminated and a plan is in place to update the publication with new data annually.

The partnership between Africa and Brazil on agricultural innovation through research and technology generation was further advanced. Following the working visit to Brazil and the extension of the Africa-Brazil market place project to 2020, the MBOSS programme commenced in earnest to scale up the outcomes from outstanding research.

Further, on intercontinental partnerships, FARA contributed to the review of the AgriTT annual conference and steering committee meeting in Beijing. The programme, supported by the DFID, is leveraging the Africa-Britain-China partnership for technology transfer in agricultural research for development. Furthermore, FARA co-organized the agricultural technology transfer conference with the theme “Promoting Agricultural Development through Technology Transfer between China and Africa: International perspectives” to assess the effectiveness of a different technology transfer model that has been employed between China and African countries in the last three decades.

The Coalition for Africa Rice Development (CARD) partnership is still ongoing. FARA alongside AfricaRice organized a follow up visit for stakeholders of the mechanization platform brokered following visits to Thailand and Brazil in 2014. This was organized alongside a project closing workshop. As a requirement of the project, FARA has developed the proposal for a continental initiative on the mechanization of the smallholders system in Africa. Effective development co-operation is central to the achievement of the sustainable development goals (SDGs) and in the case of Africa, the AU Agenda 2063.

The PAEPARD programme also recorded some accomplishment over the reporting period, scoring highly on effective management as it achieved proper and timely financial and technical reporting. It was also rated highly for proper financial and technical management in addition to effective internal and external coordination.

FARA supported the PAEPARD consortium led by RUFORUM to develop 14 proposals which were submitted under the IDRC call from Canada and ARF call from Netherlands. Two proposals submitted by a consortia from Benin were awarded grants of 300 000€ each. Another proposal addressing the use of ICT in controlling Aflatoxin in Africa was developed through the PAEPARD Incentive Fund (IF) and submitted to the Horizon 2020 call. The four Competitive Research Fund (CRF) continued to be supported by the management of PAEPARD with the support of the FARA Monitoring & Evaluation specialist. PAEPARD also supported a learning and reflection workshop which produced outcomes to guide the project in the last two years. PAEPARD collaboration with UniBrain has facilitated the establishment of the Benin Incubator Hub (SARL) a private company that will commercialize research technologies in Benin. The Benin Incubator Hub is led by Sojagnon a local NGO, the Faculty of Agriculture of the University of Abomey Calavi, the Institut National de Recherche Agronomique du Benin (INRAB) and the Association des Femmes Transformatrices du Soja de Zogbodomey.

The D-group platform of PAEPARD is also generating more results in communicating research outcomes and informing the ARD community across the globe. Over the reporting period, about 99,000 visits were made to the web site, while the D-Group platform has attracted 5,500 members. The total number of collections in the community library continues to grow and now stands at 1,032.
2015 Financial overview

Total revenue during the 12 months ended 31 December 2015 amounted to USD13,020,598 of which USD12,357,613 was grant revenue (USD1,812,558 for Secretariat activities, USD10,545,055 for Programme Time Bound Activities) – see Donors’ Contribution schedule for details. Other sundry revenue amounted to USD662,875 including overhead of USD543,991.

Total expenditure incurred during the period was USD15,289,486 of which 31% was for the Secretariat and 69% for Time Bound Activities. This resulted in a negative net balance of USD2,268,889.

<table>
<thead>
<tr>
<th>Statement of financial performance for the years ended</th>
<th>31-Dec-15 US$</th>
<th>31-Dec-14 US$</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Donor Grants</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secretariat</td>
<td>1,812,558</td>
<td>8,890,526</td>
</tr>
<tr>
<td>Programmes</td>
<td>10,545,055</td>
<td>14,514,079</td>
</tr>
<tr>
<td><strong>Total Donor Grants</strong></td>
<td>12,357,613</td>
<td>23,404,605</td>
</tr>
<tr>
<td>Other revenue</td>
<td>662,985</td>
<td>994,368</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td>13,020,598</td>
<td>24,398,973</td>
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<tr>
<td><strong>EXPENDITURE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secretariat</td>
<td>4,744,432</td>
<td>7,151,255</td>
</tr>
<tr>
<td>Programmes</td>
<td>10,545,055</td>
<td>14,514,079</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td>15,289,486</td>
<td>21,665,334</td>
</tr>
<tr>
<td><strong>Excess of revenue over expenditure</strong></td>
<td>-2,268,889</td>
<td>2,733,639</td>
</tr>
</tbody>
</table>
Statement of financial position

The Balance Sheet showed Net Assets of USD10,833,187 including Cash and Bank Balances of USD6,774,847 as at 31 December 2015. This net assets is represented by Reserves of USD2,353,298 and the Accumulated fund balance of USD14,817,598

<table>
<thead>
<tr>
<th>Statement of financial position as at 31 December</th>
<th>2015 US$</th>
<th>2014 US$</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, Plant &amp; Equipment</td>
<td>104,523</td>
<td>165,136</td>
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<tr>
<td><strong>Current Assets</strong></td>
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<td></td>
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<tr>
<td>Cash and Cash Equivalents</td>
<td>6,774,847</td>
<td>16,013,389</td>
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<tr>
<td>Receivables</td>
<td>1,714,162</td>
<td>456,116</td>
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<td>Advances</td>
<td>2,086,469</td>
<td>2,974,205</td>
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<tr>
<td>Inventories</td>
<td>14,687</td>
<td>17,931</td>
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<tr>
<td>Prepayments</td>
<td>138,500</td>
<td>138,500</td>
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<tr>
<td><strong>Total Current Assets</strong></td>
<td>10,728,664</td>
<td>19,600,140</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td>10,833,187</td>
<td>19,765,276</td>
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<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
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<tr>
<td>Accrued Expenses &amp; Payables</td>
<td>2,465,706</td>
<td>2,614,202</td>
</tr>
<tr>
<td>Temporary Restricted Funds</td>
<td>5,012,196</td>
<td>11,529,203</td>
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<tr>
<td><strong>Total Liabilities</strong></td>
<td>7,477,902</td>
<td>14,143,404</td>
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<tr>
<td><strong>Net Assets</strong></td>
<td>3,355,285</td>
<td>5,621,872</td>
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<tr>
<td>Represented by</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reserves</td>
<td>2,353,298</td>
<td>2,353,298</td>
</tr>
<tr>
<td>Accumulated Funds</td>
<td>1,001,989</td>
<td>3,268,575</td>
</tr>
<tr>
<td><strong>Total Represented by</strong></td>
<td>3,355,287</td>
<td>5,621,873</td>
</tr>
</tbody>
</table>
## Donor contributions for the year 2015

<table>
<thead>
<tr>
<th>Development Partner</th>
<th>Project/Programme</th>
<th>US$</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Secretariat Core</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Multi Donor Trust Fund (EC)</td>
<td>Secretariat Core activities</td>
<td>1,788,074</td>
</tr>
<tr>
<td>United States Department of Agriculture (USDA)</td>
<td>Expert Technical services</td>
<td>24,484</td>
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<tr>
<td><strong>Subtotal – Secretariat</strong></td>
<td></td>
<td>1,812,558</td>
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<tr>
<td><strong>Time Bound Activities (TBAs)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EC/IFAD</td>
<td>Sub-Sahara Africa Challenge Programme (SSACP)</td>
<td>1,672,760</td>
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<tr>
<td>International Institute of Tropical Agriculture (IITA)</td>
<td>CGIAR Humid tropics CRP 1.2</td>
<td>109,1515</td>
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<tr>
<td>European Commission</td>
<td>PAEPARD II</td>
<td>1,115,554</td>
</tr>
<tr>
<td>BMZ/University of Bonn</td>
<td>PARI</td>
<td>899,080</td>
</tr>
<tr>
<td>African Development Bank (AfDB)</td>
<td>Promotion of Science &amp; Technology for Agricultural Development in Africa (PSTAD)</td>
<td>641,312</td>
</tr>
<tr>
<td>NORAD</td>
<td>Climate Smart Agriculture</td>
<td>320,285</td>
</tr>
<tr>
<td>Global Forum for Agricultural Research (GFAR)</td>
<td>YPARD</td>
<td>12,000</td>
</tr>
<tr>
<td>BMZ/University of Bonn</td>
<td>Biomassweb</td>
<td>94,854</td>
</tr>
<tr>
<td>Gates Foundation/University of Bonn</td>
<td>TIGA Research</td>
<td>20,000</td>
</tr>
<tr>
<td>EMBRAPA</td>
<td>Africa Brazil Agricultural Innovation Marketplace</td>
<td>151,930</td>
</tr>
<tr>
<td>AGRA</td>
<td>ECOsIB</td>
<td>99,200</td>
</tr>
<tr>
<td>EC/WU</td>
<td>Prointense Africa</td>
<td>53,414</td>
</tr>
<tr>
<td><strong>Total received during the year</strong></td>
<td></td>
<td>6,171,904</td>
</tr>
<tr>
<td><strong>Net Change in programme funds</strong></td>
<td></td>
<td>4,373,150</td>
</tr>
<tr>
<td><strong>Total Programme Revenue for the year</strong></td>
<td></td>
<td>10,545,054</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td></td>
<td>12,357,613</td>
</tr>
</tbody>
</table>
Our People

During 2015 FARA had a staff compliment of 56. 15 left Forum and two were seconded to FARA ending the year with a staff of 41. The new job evaluation exercise conducted in 2014 has paid dividends in ensuring a leaner, more efficient personnel structure for the organization that facilitates effective service delivery. During the year under review, FARA filled the position of Director, Research and Innovation.

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Director</td>
<td>Yemi Akinbamijo</td>
</tr>
<tr>
<td>Technical Advisor to the ED</td>
<td>Aggrey Agumya</td>
</tr>
<tr>
<td>Procurement Manager</td>
<td>John Bellah Benson (Until Dec.)</td>
</tr>
<tr>
<td>Monitoring &amp; Evaluation Specialist</td>
<td>Clesensio Tizikara</td>
</tr>
<tr>
<td>Gender, Youth &amp; Social Development Specialist</td>
<td>Ann Apekey (Until Dec.)</td>
</tr>
<tr>
<td>Legal Affairs &amp; Corporate Governance Officer</td>
<td>Brenda Semevo (Until April)</td>
</tr>
<tr>
<td>Senior Executive Assistant to ED</td>
<td>Essi Gotah (Until May)</td>
</tr>
<tr>
<td>Senior Administrative Assistant (EDU)</td>
<td>Christian Ayine (Until Aug)</td>
</tr>
<tr>
<td>Procurement Assistant</td>
<td>Muna Osei Bonsu</td>
</tr>
<tr>
<td>Protocol Supervisor</td>
<td>Patience Sackey</td>
</tr>
<tr>
<td>Administrative Assistant &amp; Protocol Services</td>
<td>Edna Yeboah</td>
</tr>
<tr>
<td>Administrative Clerk</td>
<td>Wisdom Gadagoe</td>
</tr>
<tr>
<td>Communication Officer</td>
<td>Taiwo Owoeye (Secondee)</td>
</tr>
<tr>
<td>Internal Auditor</td>
<td>Osman Baba (Until Sept)</td>
</tr>
</tbody>
</table>

Integrated Capacity Development

<table>
<thead>
<tr>
<th>Division &amp; Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Divisional Manager, Integrated Capacity</td>
<td>Irene Annor-Frempong</td>
</tr>
<tr>
<td>Development &amp; SP2 Leader</td>
<td>Nelson Kennedy Ojijo</td>
</tr>
<tr>
<td>Programme Officer, SP2</td>
<td>Alex Ariho (Project)</td>
</tr>
<tr>
<td>UniBRAIN Facility Coordinator</td>
<td>Pia Chuzu (Project)</td>
</tr>
<tr>
<td>Programme Officer</td>
<td>Mary Njeri</td>
</tr>
<tr>
<td>UniBRAIN community</td>
<td></td>
</tr>
</tbody>
</table>

Policy & Advocacy

<table>
<thead>
<tr>
<th>Division &amp; Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Divisional Manager, Policy &amp; Advocacy &amp; SP3 Leader</td>
<td>Emmanuel Tambi</td>
</tr>
<tr>
<td>Programme Officer, Climate Change</td>
<td>Solomon Bangali (Until Dec)</td>
</tr>
<tr>
<td>Programme Officer (RAILS)</td>
<td>Dady Demby</td>
</tr>
<tr>
<td>Programme Officer</td>
<td>Odularu Gbadebo</td>
</tr>
</tbody>
</table>

Vision and Knowledge Management

<table>
<thead>
<tr>
<th>Division &amp; Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Programme Officer, SSA CP</td>
<td>Fatunbi Oluwole</td>
</tr>
<tr>
<td>Programme Manager, PAEPARD</td>
<td>Jonas Mugabe</td>
</tr>
<tr>
<td>Grant Manager, PAEPARD</td>
<td>Vesta Nunoo</td>
</tr>
</tbody>
</table>

Corporate Services

<table>
<thead>
<tr>
<th>Division &amp; Role</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director, Corporate Services</td>
<td>Mwila Kamwela (Until May)</td>
</tr>
<tr>
<td>Translator</td>
<td>Christabel Essel</td>
</tr>
<tr>
<td>IT Officer</td>
<td>Daniel Ayeni (Secondee)</td>
</tr>
<tr>
<td>ICT Assistant</td>
<td>Francis Kpodo (Until April 2015)</td>
</tr>
</tbody>
</table>
Human Resources & Administration

Manager (HR Division)  Ama Asenso Tabiou-Malkaye
Personnel & Operations Assistant  Courage Dzormeku
Administrative Assistant  Donna Victoria Sam
Receptionist Assistant  Martha Asiedu
Transport Officer  Tanko Dombo
Senior Transport Officer  Gordon Mbii
Conference & Logistics Supervisor  Francisca Forson
Conference & Logistics Assistant  Akouvi Legbeze
Senior House Keeper  Ernestina Assebri
House Keeper  Cynthia Doggue (Until Dec)
House Keeper  Cynthia Nangso (Until Dec)
House Keeper  Noah Bakuuro (Until Dec)
House Keeper  Eunice Clarke (Until Dec)
House Keeper  Priscilary Agymen (Until Dec)
Gardener  Musa Zakaria
Office Assistant  Agartha Kokoi (Until Dec)
Transport Officer  Matthew Andoh

Finance

Finance Manager (Finance Division)  Johnson Ukpong
Senior Account Assistant  Grace Owusu Asare
UniBRAIN Accountant  Kofi Adin
Office Clerk  Juliana Walter (Until Dec)
Management Accountant  Mary Gbolie (Until Aug)

Executive Assistant  Daina A. Anyomi
Administrative Assistant  Debbie Nwaozo
Administrative Assistant  Mariam Sanni
Administrative Assistant  Merline Mensah

Corporate Governance

FARA Board Directors in 2015
Dr. Charity Kruger  Chairperson of FARA
Prof. Paul Mafuka  Vice Chairperson of FARA
Dr. Yemi Akinbamijo  Executive Director
Prof. Habib Amamou  Representative of NASRO
Dr. Nteranya E. Sanginga  Representative of CGIAR and Scientific Partners
Dr. Abd El Moneam El Banna  Representative NASRO
Prof. Timothy Simalenga  Executive Director CCARDESA
Mr. Philip Kiriro  Representative of Farmers’ organizations
Ms. Njabulo Zwane  Representative of the Private Sector
Dr. Bakari Traore  Legal Expert
Mrs. Consolather Faustine Muzaga  Representative of NGOs and Foundations
Mr. Samuel Saibu Adam  Finance Expert
Dr. Alioune Fall  Representative of CORAF/WECARD
Dr. Paco Sereme  Executive Director of CORAF/WECARD
Prof. Fanuel Tagwira  Representative of CCARDESA
Mr. Maurice Pascal N’Guessan Lorka  Representative of African Union Commission
Prof. Francis Wachira  Executive Director ASARECA

Observers
Dr. Willem Janssen  Representative of the World Bank
Ms. Danila Chiaro  Representative of Development Partners
Books, book chapters, policy briefs  
(ISBN-referenced publications)


Bernard, J., Manyire, H., Tambi, E., Bangali, S. 2015. Barriers to scaling up/out Climate Smart Agricultural practices; strategies and actions to enhance adoption in Africa. Accra: Forum for Agricultural Research in Africa-NORAD.


FARA. 2015. CSA Policy Briefs; No 1 (Burkina Faso, Senegal & Sierra Leone), No 2 (Ethiopia, Kenya, Uganda), No 3 (Nigeria, Cameroun and DR Congo), No 4 (Rwanda, Tanzania, Zambia). Accra: Forum for Agricultural Research in Africa-NORAD.


Reports and papers

Journal articles


**General Reports [Workshops, Annual Reports, conference papers, conference proceedings]**


**Unpublished manuscripts and other internally produced documents**

PAEPARD: From Assumptions to Reality: The role of multi stakeholders research consortia between Africa and Europe exemplified by the issue of aflatoxin contamination of food and feed. 2015, Forum for Agricultural Research in Africa.

Gender Research Methodology Toolkit. 2015, Forum for Agricultural Research in Africa.

Toolkit on integrating gender in programming, planning, monitoring and evaluation and impact assessment. 2015 Forum for Agricultural Research in Africa.

PAEPARD: From Assumptions to Reality: The role of multi stakeholders research consortia between Africa and Europe exemplified by the issue of aflatoxin contamination of food and feed. 2015, PAEPARD.
Acronyms

AAIN  African Agribusiness Incubation Network
ACSA  African Climate Smart Agriculture Alliance
AFAAS African Forum for Agricultural Advisory Services
AHC-STAFF Africa Human Capital in Science, Technology and Agripreneurship for Food Security Framework
ASARECA Association for Strengthening Agricultural Research in Eastern and Central Africa
AWP  Annual Work Plans
CAADP Comprehensive Africa Agriculture Development Programme
CCARDESA Centre for the Coordination of Agricultural Research for Development in Southern Africa
CoP  Community of Practice
CORAF Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles
CTL  Country Team Leaders
FARA  Forum for Agricultural Research in Africa
ICC  International Coordinating Consultants
IP  Innovation Platform
KRI  Key Result Indicators
MBOSS Building on Successes from the Market Place
MTOP Medium Term Operational Plan
NAFSIP National Agriculture and Food Security Investment Plans
PDO Project Development Objective
PMF Performance Management Framework
RBM Results Base Management
RI  Result Indicators
S3A Science Agenda for Agriculture in Africa
SP  Strategic Priority
SSA CP Sub Saharan Africa Challenge Programme
TIGA Technology (ex-ante) Assessment and Farm Household Segmentation for Inclusive Poverty Reduction and Sustainable Growth in Agriculture
WECARD West and Central African Council for Agricultural Research and Development