Bringing it together
Acknowledgements

Introduction

Component 1: Networking Support Functions
  Advocacy and policy
  Access to knowledge and technologies
  Capacity strengthening
  Partnerships and strategic alliances

Component 2: Corporate governance and programme management
  Sub-components 2.1–2.3: Corporate governance reform stream
  Sub-component 2.4: Programme management

Concluding remarks

Acronyms and abbreviations

List of Tables
  Table 1. Revised assignments for bilingual secretaries
  Table 2. Breakdown of expenditure
  Table 3. Completion of activities before and after the addition of the new activity on the procurement plan
  Table 4. Breakdown of sources of finance of Secretariat and programmes (USD)
  Table 5. Summary of income and expenditure for Jan–Dec 2010 (USD)
  Table 6. Example from the consolidated conceptual framework for tracking and reporting achievement of outputs

List of Figures
  Figure 1: Funding over the MTOP years 2008–2012
The FARA Secretariat acknowledges the support and participation of its stakeholders, notably the sub-regional organisations (SROs), national governments, national agricultural research systems (NARS), universities, policy networks, civil society actors (farmers, NGOs and private-sector players), advisory service providers, advanced research institutions (ARIs), and international agricultural research centres (IARCs), in the implementation of its planned activities during the reporting period.

The Secretariat specifically recognises the contribution of FARA’s development partners – the European Commission (EC); the African Development Bank (AfDB); the governments of the United Kingdom, Canada, France, Italy and the Netherlands; Danida; and the Syngenta Foundation for Sustainable Agriculture – for financing the activities that produced the achievements reported herein.

The Secretariat also acknowledges the Executive Board of FARA for providing oversight and strategic guidance, the African Union Commission (AUC), the New Partnership for Africa’s Development’s (NEPAD’s) Planning and Coordinating Agency (NPCA) and the secretariats of the regional economic communities (RECs) for providing the political and organisational support required by FARA as the lead institution for the Comprehensive Africa Agricultural Development Programme (CAADP) Pillar IV. Finally, the Secretariat thanks its own staff for implementing, coordinating and facilitating the activities and results described in this report.
This report presents highlights of the major achievements by the FARA Secretariat, in collaboration with its partners, during the reporting period from January to December 2010. It is structured according to the five networking support functions (NSFs) with support from monitoring and evaluation (M&E) unit using the outputs stipulated in the Medium-term and Operational Plan (MTOP) for 2008–2012. Despite significant financial constraints, considerable progress was made in implementing important activities through synergies between the NSFs as well as through working closely with key partners and stakeholders using the principles of subsidiarity. Much of the progress was realised through the implementation of time-bound activities.

Several important events took place during 2010. In March, FARA actively participated in the Global Conference on Agricultural Research and Development (GCARD), a major international event held in Montpellier, France. And in July, FARA’s 5th African Agriculture Science Week and General Assembly was hosted by the Government of Burkina Faso in Ouagadougou. The proceedings of the latter event have been published separately.

We look forward with optimism and enthusiasm to a productive 2011.
Introduction

In order to avoid duplication and enhance effectiveness and efficiency, in November 2010 the FARA Executive Board approved the merger of NSF1 (Advocacy and Resource Mobilisation) with NSF3 (Regional Policies and Markets) into a new NSF1/3 ‘Advocacy and Policy’. The Board requested that the merged unit should retain the original functions of the two original NSFs, with the exception of resource mobilisation, and should be led by one director. The resource-mobilisation function was moved to the Office of the Deputy Executive Director. The overall objective of NSF1/3 is to establish appropriate institutional and organisational arrangements for agricultural research and development (ARD) and to develop strategic decision-making options for policy, institutions and markets.

During 2010, the planned activities for NSF1 and NSF3 were implemented separately during the first half of the year. In the later part of the year, NSF1/3 embarked on joint actions to undertake five inter-related initiatives.

• To support countries and regional economic communities (RECs) to integrate the Comprehensive Africa Agricultural Development Programme (CAADP) Pillar IV elements (research, advisory services and education/training) and the guidelines and principles laid out in the Framework for African Agricultural Productivity (FAAP) in the CAADP process.

• To provide assistance and support to the evolution and reform of national and sub-regional agricultural research systems.

• To provide policy makers with evidence-based options and tools to enhance strategic agricultural policy formulation and inform decision making.

• To empower and equip Africa’s delegates in international trade and environmental treaty negotiations with the necessary skills and information.

• To improve broad-based inter- and intra-regional markets.

These interventions contributed to the achievement of six outputs, three each on advocacy and policy.

Achievements

Achievements on Advocacy: Under the Advocacy component of NSF1/3, three Outputs were identified as contributory to FARA’s objectives.
Output 1: Effective support was provided for the integration of CAADP Pillar IV interests and objectives to support sub-regional and national CAADP compacts and agricultural productivity programmes

At the beginning of 2010, NSF1/3 set out to contribute to the achievement of the goals and visions of CAADP by facilitating the integration of the FAAP principles in the country and sub-regional investment plans. Awareness about Pillar IV and the need to integrate the FAAP guidelines and principles into the CAADP process was raised through sensitisation workshops and meetings. In February, a consultant was engaged to support technical capacity at the Secretariat and increase support in the implementation of Pillar IV activities at the country level.

In order to define a roadmap for implementing and mobilising resources for CAADP Pillar IV, NSF1/3 facilitated meetings in Rome and Midrand, South Africa. Both meetings took place in February. In March, NSF1/3 participated in New Partnership for Africa’s Development (NEPAD) meetings in Dar es Salaam; the 6th CAADP Procurement Plan (PP) planning meeting in Lusaka; the 6th CAADP PP in Pretoria; and Uganda’s Roundtable and compact-signing ceremony in Kampala.

In May, NSF1/3 worked with RECs to define clear roles for Pillar IV implementing institutions when it participated in the Economic Community of West African States (ECOWAS) sub-regional meeting on advancing CAADP implementation and best practices for interaction among implementing institutions. This meeting endorsed the formation of a Pillar IV pool of experts that contributed significantly to garnering increased support for facilitating and monitoring progress at the sub-regional and national levels, and aligning country investment plans using the FAAP principles. Participation in the Extraordinary Meeting of the Ministers of Agriculture, Trade and Social/Humanitarian Affairs, hosted by ECOWAS in Lomé, also contributed to advancing CAADP implementation through facilitation of interaction among implementing institutions. In June, NSF1/3 took part in the inter-pillar review of Ghana’s Medium-term Agricultural Sector Investment Plan in Accra, which increased the country team’s level of awareness of the FAAP.
In July, NSF1/3 helped to strengthen the capacities of the RECs by increasing their knowledge of Pillar IV through a CAADP country teams meeting organised in Lusaka to sensitise Common Market for Eastern and Southern Africa (COMESA) officials about CAADP Pillar IV and to encourage them to align their programmes with CAADP. NSF1/3 also helped the RECs to strengthen the capacities of the country teams to effectively implement CAADP by:

- raising awareness among the country team leaders on the role of Pillar IV in the CAADP country process;
- ensuring a common understanding of Pillar IV elements and the FAAP guidelines and principles;
- sharing lessons and experiences on Pillar IV issues within the overall CAADP process.

In the COMESA region, NSF1/3 participated in two CAADP Country Team workshops and made presentations on Pillar IV and the FAAP guidelines and principles. The first workshop was organised in Lusaka for six COMESA countries – Burundi, Democratic Republic of Congo (DRC), Rwanda, Tanzania, Uganda and Zambia – while the second was organised in Kigali, with participation from seven countries (Burundi, DRC, Kenya, Rwanda, Tanzania, Uganda and Zambia). These workshops significantly strengthened the country teams’ knowledge and understanding of Pillar IV elements and FAAP guidelines. The level of awareness created by this intervention exceeded the four countries targeted in 2010, and is expected to enhance the quality of investment plan (IP) formulation and the development of investment programmes and projects in these countries.

NSF1/3 also supported the SROs in raising awareness among their member states on Pillar IV and the need to integrate the FAAP guidelines in the roundtable process. In the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) sub-region, NSF1/3 participated in the country teams meeting organised in Entebbe for seven countries (DRC, Eritrea, Kenya, Madagascar, Rwanda, Tanzania and Uganda) and assisted ASARECA in identifying key areas of support and in developing a roadmap for its intervention to integrate Pillar IV in the roundtable process. This contributed to FARA’s objective of strengthening the capacities of the SROs to deliver on CAADP.

Also in July, NSF1/3 helped four countries (Burkina Faso, Côte d’Ivoire, Kenya and Tanzania) to develop CAADP Compacts that integrate Pillar IV elements. In September, NSF1/3 helped ECOWAS, COMESA and the Southern African Development Community (SADC) to complete a post-compact process leading to the development and technical review of country investment plans and fully integrating them with Pillar IV elements and FAAP guidelines.

NSF1/3 effectively participated in the country IP formulation and review, and mobilised technical expertise from the Pillar IV pool of experts to undertake IP formulation and technical reviews in six ECOWAS countries (Benin, Cape Verde, Gambia, Guinea, Mali and Niger), three COMESA countries (Ethiopia, Kenya and Uganda) and one SADC country (Malawi). The 10 countries with IPs that are FAAP-compliant exceeded the planned target of four countries. This was due mainly to the effective involvement of FARA in the country-support process initiated by ECOWAS in June.

The effective participation of NSF1/3 in business meetings organised in six countries (Cape Verde, Ethiopia, Kenya, Mali, Niger and Uganda) also helped raise the profile of Pillar IV among state and non-state actors and development partners, thereby enhancing the opportunities for mobilising resources for Pillar IV.

In July, NSF1/3 helped four countries (Burkina Faso, Côte d’Ivoire, Kenya and Tanzania) to develop CAADP Compacts that integrate Pillar IV elements.
The CAADP Pillar IV pool of experts, established in 2009, was consolidated during the first part of 2010. However, it did not include experts in some key areas. To address this, the number of experts was increased from 56 to 90 to include experts in advisory services, education and cross-cutting areas such as climate change and gender. The pool of experts database was updated with detailed profiles of the experts. Experts drawn from the pool were used to support the country teams responsible for developing country agricultural investment plans, as well as the inter-pillar review teams that undertook technical reviews of the IPs. The technical support provided by the experts helped ensure that Pillar IV issues were addressed in the IPs.

As planned, NSF1/3 enhanced the capacities of the RECs, SROs and CAADP Country Teams to integrate the FAAP guidelines and principles in country compacts and IPs by mobilising Pillar IV experts and effectively participating in the pre- and post-compact processes. However, planned activities involving (i) consultations among FARA, the sub-regional organisations (SROs) and national agricultural research systems (NARS) on the subsidiarity principle; (ii) the inaugural meeting for expert reference groups (ERGs); and (iii) training of national ERG representatives in the West and Central African Council for Agricultural Research (CORAF/WECARD) sub-region were not implemented due to the increased demand for Pillar IV support from countries to develop country compacts and IPs. These activities were shifted to 2011.

Output 2: Institutional and organisational capacities of the national agricultural research institutions strengthened

Regarding Output 2 on the reform of NARS, NSF1/3 initiated discussions with the national agricultural research institutes (NARIs) of Ghana and Liberia on developing proposals for NARI reforms, and participated in the joint sector reform of Ghana’s Ministry of Food and Agriculture in May. This reform contributed to the strengthening of the organisational and institutional capacity of the ministry to lead the CAADP process in Ghana. NSF1/3 also collaborated with NSF4 and 5, the Kenya Agricultural Research Institute (KARI) and the Africa Rice Center (AfricaRice) to strengthen the institutional and organisational capacity of the Sierra Leone Agricultural Research Institute (SLARI) through a needs assessment that enabled it to plan, organise and manage demand-driven research programmes that contribute to the development of the agricultural sector. Since the NARIs are major stakeholders in the implementation of CAADP Pillar IV, a concept note was developed to support the reform and evolution of NARIs in accordance with the FAAP guidelines and principles. These outputs contributed to FARA’s objective of promoting institutional partnerships and mentorship engagements that facilitate strengthening and reforms of NARIs, especially in countries emerging from conflict.

The planned activities that were not implemented by the end of 2010 and therefore shifted to 2011 included visits to the SROs and NARIs to determine their capacity requirements on change management, consultations with public- and private-sector stakeholders to determine requirements for the establishment of innovation platforms, and mobilisation of resources for the establishment of the Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA). Support to the establishment of CCARDESA was provided during the first half of the year.

Output 3: Resources for CAADP Pillar IV implementation mobilised

Regarding Output 3 on ‘enhancing advocacy and resource mobilisation’, the FARA Advocacy and Resource Mobilisation Strategy, which was presented to the Board for approval at its April 2010 meeting, was validated in a stakeholder validation workshop organised in July. Submission of the revised strategy to the November FARA Board meeting for endorsement was halted because of the imminent merger of NSF1 and NSF3 and the simultaneous development of a 3-year CAADP Pillar IV Strategy and Operational Plan (S&OP), which was then presented to the Board for endorsement in lieu of the NSF1 Strategy. The Board’s endorsement of the merger resulted in the creation of NSF1/3. The CAADP Pillar IV Technical Assistant was retained in the new NSF1/3.

Concerning resource mobilisation, a concept note was developed and submitted to the Canadian International
Development Agency (CIDA) to fill the funding gap for the implementation of CAADP Pillar IV activities. The Pillar IV S&OP was developed to contribute to increased agricultural productivity through integration of Pillar IV elements in the CAADP country and regional processes. The Pillar IV S&OP incorporated all aspects of the NSF1 Advocacy and Resource Mobilisation Strategy in three strategic areas of support to the CAADP process.1

Deferred activities. Seven of the 16 activities planned for 2010 were completed. The remaining nine activities were not implemented for four reasons.

1. The training planned for Pillar IV experts was not undertaken because of the need to consolidate and incorporate experts in agricultural advisory services, education and training in the pool of experts.

2. Consultations with the SROs and national stakeholders on the subsidiarity principle were postponed pending completion of the CAADP Pillar IV S&OP, which is expected to define, within the context of the subsidiarity principle, the roles and responsibilities of FARA, the SROs, the African Network for Agriculture, Agro-forestry and Natural Resources Education (ANAFE) and the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM).

3. No formal consultation meetings were organised with the SROs, NARS and the CGIAR change process because of the speed with which the CGIAR centres were developing their new research programmes (CRPs). FARA, however, provided inputs/comments to the CRP proposals of some CGIAR centres.

4. The development of proposals to implement priority research activities identified in the sub-regional agricultural productivity programmes was also postponed, because of the increasing emphasis placed on delivering support to individual countries to formulate and review their IPs. The process of developing proposals on NARS reform and capacity building, as well as the SLARI case study, were initiated through a concept note.

Achievements on Policy: Under the policy component of NSF1/3, three Outputs were identified as contributory to FARA’s objectives.

Output 1: Tools and approaches for formulating appropriate policies and decision-making options synthesised and disseminated

Two framework and strategic documents were produced to support policy formulation and inform decision-making processes in Africa.
The first, *A strategy for agricultural and rural finance in Africa* (SARFA), provides a tool for use by policy makers, private investors, financial institutions and farmers to promote access to investment capital. The document identifies strategic options for effective development of financial products and services to mitigate smallholder farmers’ constraints to accessing agricultural credit. It defines guidelines, principles and modalities for bringing together all the essential elements needed to enable smallholders to access investment capital and provides an instrument for rural finance policy and programme formulation.

The second, *Tools for designing gender-sensitive policies for linking smallholder agricultural producers to regional markets*, is a tool to be used by policy makers for developing gender-sensitive policies that take into account the special conditions and needs of women in agriculture. It identifies factors that constrain women from accessing markets and recommends gender-sensitive options for linking women to markets.

In addition to these two prioritised activities, nine concept notes and terms of reference were prepared to synthesise and disseminate tools and approaches for formulating appropriate policies and decision-making options. The first note discusses the impacts of foreign agricultural subsidies and sanitary and phytosanitary (SPS) measures on agricultural production in the COMESA, ECOWAS and Economic Community of Central African States (ECCAS) sub-regions. The second note presents the issues and challenges in the implementation of the African Heads of State and Government Declaration on Land Policy Framework and Guidelines in Africa.

The other concept notes were:

- Strengthening the North African Sub-Regional Organisation (NASRO) to function and represent North African interests in agricultural development
  - Harnessing biotechnology for food security in the era of climate change in West and Central Africa (BIFOSEC-WeCA)
  - Inspiring young Africans to pursue a career in agricultural science
  - Strategic partnership between FARA and the European Centre for Development Policy Management (ECDPM) to support the implementation of FARA’s regional policy and markets initiatives for improving broad-based agricultural productivity and competitiveness in Africa
  - Priority setting for agricultural research in sub-Saharan Africa (SSA)
  - Collaboration between FARA and the International Food Policy Research Institute (IFPRI)
• Proposal for an African chapter of a foresight academy.

In order to synthesise and share information on agricultural policy and market issues for regional trade and innovation, a consultancy report, *Output market initiatives that support innovation systems and agricultural value chains in Africa*, documented the lessons learned from successful and failed output-market initiatives on innovation systems and agricultural value chains in Africa. It serves as a tool for promoting access to markets. A second report, *Input market initiatives that support innovation systems and agricultural value chains in Africa*, documents the lessons learned from successful and failed input-market initiatives on innovation systems and agricultural value chains in Africa. It serves as a tool for promoting access to input markets.

Regional policy dialogues took place in Eastern and Southern Africa (Nairobi, 24–25 March) and West and Central Africa (Accra, 23–24 June), while a final dialogue in Addis Ababa (14–15 December), brought together the key messages from the sub-regions with the objective of mainstreaming them into the CAADP country and regional processes. The workshops were organised jointly by FARA and the Conference of Ministers of Agriculture in West and Central Africa (CMA/WCA) in collaboration with ECDPM, the Technical Centre for Agricultural and Rural Cooperation (CTA), the Foundation for Democracy in Africa (FDA), NEPAD’s Planning and Coordinating Agency (NPCA), CORAF/WECARD, ASARECA and SADC. The regional policy dialogue reports were shared among FARA’s stakeholders through the FARA website.

A dialogue synthesis report on mainstreaming the outcomes of the policy dialogues into the CAADP country and regional processes was produced and shared among stakeholders. The report summarises the critical issues discussed during the synthesis policy dialogue in Addis Ababa and includes key messages and recommendations on three key issues:

• How to bridge agricultural policies with trade policies in order to ensure that trade policy processes promote agricultural market access at all levels

• How the various institutions and stakeholders involved in CAADP processes could promote inter- and intra-African trade and the roles of non-state actors in the formulation and implementation of agricultural and trade policies

• How NPCA and the RECs could promote institutional collaboration in the formulation and implementation of agricultural and trade policies.

One vital ongoing activity during 2010 was the regular update of FARA’s directory of national and regional policy institutions in Africa. NSF1/3 also enhanced access to policy and market information by publishing three policy briefs on the FARA website. Hard copies were printed and sent to Ministries of Agriculture in more than 40 African countries. One policy brief, *Optimising policy space in the context of increasing international support for CAADP*, was produced and published in the *SAIIA Policy Briefing* in July 2010. Twelve issues of the *Regional Policies and Markets Intelligence Information* (RPMII) series were also compiled and made available for public use via the FARA website.

Given that agricultural biotechnology represents one of FARA’s cross-cutting and emerging issues, *Strengthening Capacity for Safe Biotechnology Management in sub-Saharan Africa (SABIMA)* aims to strengthen the capacities for safe management of biotechnology in six African countries (Burkina Faso, Ghana, Kenya, Malawi, Nigeria and Uganda). In January and February, Module 1 of the Biotechnology Stewardship Training was received in Burkina Faso, Kenya, Malawi and Uganda. Module 2 was received by focal persons, their deputies and FARA staff in March. The FARA Biotechnology Stewardship Policy Statement was developed and endorsed in May. This served as

One vital ongoing activity during 2010 was the regular update of FARA’s directory of national and regional policy institutions in Africa.
the template for the establishment of the stewardship policy statement by all country focal institutions and in-country stakeholders. In June, Module 1 was organised in all countries except Kenya, Module 2 in-country training was conducted in Ghana, stewardship policy statements for intra-institutional debate were drafted and endorsed by all six countries, and Module 3 (audit procedures in biotechnology) training was received in Nigeria. In September, biotechnology stewardship awareness-creation workshops were organised among NARS, universities, and ministries, departments and agencies (MDAs) in Ghana to raise awareness on biotechnology issues.

Output 3: Capacity for regional policy and trade negotiations enhanced

On enhancing capacity for regional policy and trade negotiations, a prioritised document was produced to support trade negotiations and promote access to regional markets. This first document, Guidelines on mainstreaming poverty and hunger considerations in agricultural trade negotiations in Africa, was produced in November to enhance the responsiveness of trade agreements to the special conditions, interests and needs of African smallholder farmers. The guidelines inform and support trade negotiation processes by identifying the most critical issues that need to be considered. It defines the standards, principles and modalities for ensuring the comprehensiveness and consistency of agricultural trade agreements with poverty and hunger considerations and can be used by African trade missions, representatives of African governments, private business entities and trade negotiators.

Concluding remarks

Over 95 percent of the policy and markets activities prioritised for 2010 were implemented. The framework documents, regional policy dialogue and synthesis reports, policy briefs, issue paper on agricultural biotechnology, biotechnology stewardship policy statements, and RPMII were produced and disseminated to FARA’s stakeholders. All activities were implemented except four policy briefs due to lack of appropriate econometric software. The four
outstanding policy briefs were carried forward to 2011.

The implementation of CAADP-related activities under the advocacy component of NSF1/3 also presented a host of challenges. First, NSF1/3’s involvement in the CAADP process was largely determined by the decisions of other implementing partners such as the African Union Commission (AUC) and NPCA. Some planned activities were not implemented because they were either overtaken by events determined by AUC and NPCA or had to be put on hold pending completion of other activities. Moreover, the dynamic nature of the CAADP country process and the momentum it gathered during the latter part of 2010 made it difficult to mobilise Pillar IV experts to support the process. In order to circumvent some of these challenges, joint planning will be undertaken with the other implementing partners.

Due to the successes and lessons learned from the three regional policy dialogues in 2010, as well as the dire need to strengthen the capacities of legislature in promoting effective and workable agricultural policies, the regional collaborative policy dialogue in 2011 will target parliamentarians and policy makers in the ministries of agriculture, finance, planning and trade.

The SABIMA project adds significant value to the African integrated agricultural research for development (IAR4D) system by filling the biotechnology stewardship vacuum. One of the major challenges facing this project is the failure of country focal persons to report timely on (technical and financial) activities undertaken. Failure to report on these activities could affect the release of funds for project execution in the future, especially as the project prepares for the next phase (SABIMA II).

As a result of the progress recorded by SABIMA in 2010, the African Agricultural Technology Foundation (AATF) called for the extension of biotechnology stewardship training to its participants in the Water Efficient Maize for Africa (WEMA) project. Furthermore, in December 2011, FARA will be organising the first Pan-African Stewardship Conference to create awareness on biotechnology stewardship and its integration in the CAADP country investment plans.

Merging NSF1 and NSF3 and retaining their original functions within one NSF was a major challenge because of the additional workload and the need for staff to become familiar with NSF1 activities and their various stages of implementation. Limited access to information and certain documents slowed the pace of implementation of some activities.
Introduction

Agricultural research for development institutions in Africa have limited access to knowledge resources or have minimal contribution to global knowledge exchange. FARA, through NSF2, is responding by aiming for its broad-based stakeholders to gain increased access to knowledge and technologies necessary for innovation. Interventions include the establishment of continental platforms that can link people and organisations to create more knowledge across Africa, and the facilitation of linkages to create synergies among African and international knowledge centres for economies of scale in developing the appropriate information and learning tools required. These are implemented through three categories of activities funded by the MDTF, the African Development Bank (AfDB), the European Commission (EC) and the International Development Research Centre (IDRC):

- Essential continuing (non-project) activities
- Three region-wide projects – Regional Agricultural Information and Learning System (RAILS), Dissemination of New Agricultural Technologies in Africa (DONATA) and AFAAS¹
- Participation in international initiatives, notably AfricaAdapt, Biocircle and the agricultural research for development dimension of the European Research Area (ERA-ARD).

Achievements

Output 1: Stakeholder needs for information and knowledge exchange identified and responded to

The establishment of information and knowledge exchange mechanisms met the needs of various stakeholders to ensure a more effective and efficient system relevant to all users and beneficiaries.

The Knowledge Share Fair at the 5th Africa Agriculture Science Week allowed learning and knowledge exchange on information and knowledge management, particularly from RAILS, DONATA and AfricaAdapt. This supplemented the discussions held at the International Conference of Information Specialists (IAALD World Congress, Montpelier, April).

Until 2004, FARA primarily used online surveys to assess information needs. After that, the RAILS platform was established. The DONATA platform was a result of a call from NEPAD for a continental platform for technology dissemination. Some of the needs for effective information and knowledge management identified included:

- Adaptation to local context and resources (discussion groups are advantageous as they provide direct access through emails instead of relying on Wiki and Googledocs, where stable internet connection is required)

¹ AFAAS is a regional forum, but NSF2 reporting also treats it as a project.
• Use of Web 2.0 tools
• Use of multimedia to reach out to diverse users (telecentres, mix of SMS, radio, internet, printed materials)
• Mainstreaming information and knowledge management within institutions
• Accessibility of information within institutions and for individuals
• Concepts of open access and information sharing facilitate dynamic exchange that require integration into management practices.

Understanding of these needs strengthens three FARA knowledge platforms as well as 40 individuals within the network. These will be integrated into the implementation framework of NSF2 programmes. The report of the Share Fair is included in the proceedings of the 5th Africa Agriculture Science Week.

Output 2: Appropriate and gender-sensitive platforms for knowledge management and technology adoption established and supported

With increasing awareness about agricultural innovations and technologies, different platforms could be created to facilitate effective knowledge management. FARA plans, through NSF2, to facilitate the establishment and support of relevant and gender-sensitive platforms to enhance knowledge management and adoption of improved technologies.

Using web-based tools, FARA continued to facilitate discussions through the FARA online network. This is one of the most active discussion groups (Dgroups) managed by FARA, providing space for various stakeholder voices to be heard – such as farmers, youths, women and extension service providers. Current membership is 1239 from 94 countries. Discussion topics are raised independently by individual members. For example, the tool was used to extensively discuss the agricultural research agenda for Africa during the Global Conference on Agricultural Research for Development (GCARD) consultations. Some other topics discussed were how institutional changes are needed to catalyse agriculture innovations, how to provide information to policy makers for real evidence-based decision making, commodity- and livestock-specific challenges for increased productivity, and simple calls for action on specific themes. This system also serves as an effective channel for disseminating relevant announcements from various FARA stakeholders and partners to a wide audience within and beyond the continent.

From the original two Dgroups, an additional 10 Dgroups were created for FARA programmes and national partners in Burundi, DRC, Tanzania and Uganda. Membership is limited to programme and national partners. The tool facilitates coordination and management of national networks such as Universities, Business and Research in Agricultural Innovation (UniBRAIN), Strengthening Capacity for Agricultural Research and Development in Africa (SCARDA), the Sub-Saharan Africa Challenge Programme (SSA CP), RAILS and DONATA. These serve as channels of communication and knowledge exchange within the national boundaries, but at the same time provide access to SROs and FARA for better understanding of national operations and activities. These platforms complement face-to-face interactions, especially after workshops. They eliminate the social inhibitions or gender insensitivities usually associated with face-to-face and male–female interactions.

The eRAILS platform was co-created by NARS, SROs and FARA with assistance from Bundesanstalt für Landwirtschaft und Ernährung and International Cooperation and Global Food Security (BLE-ISICAD) . Each African country has a portal linked to various initiatives within the country. The number of visits varied throughout the year: in January, there were 416 visitors; in June, 580; in September, 600; in December, 484. Page visits also varied (1262 in January, 1960 in June, 1480 in September, 966 in December). Initially, information posted mainly concerned national institutions, but by the end of the year, there were more entries about national news, innovations and agricultural practices. Countries with entries increased from 20 to 29 within the year. As the national RAILS focal points become more knowledgeable of the benefits of the platform, they will encourage users
other than researchers within their national networks, including extension workers and farmers. Dedicated training is essential, as is an online support group that can respond to specific questions. Use of eRAILS is dependent on internet access. By the end of the year, an additional four countries received computer packages supported by the project. Some national partners created institutional internet cafés using these computers, allowing for wider use by researchers.

DONATA innovation platforms for technology adoption (IPTAs) were established along the agricultural value chains. The number of platforms established increased from 47 to 73 (CORAF/WECARD 47, ASARECA 20, SADC 6). Technologies disseminated included improved cultural practices for maize, cassava and sweet potato. The platforms have at least 20,600 farmers directly involved (ASARECA 11,000; CORAF/WECARD 8447; SADC 1200). The platforms allow active interaction among farmers, extension, agribusiness and researchers throughout the production and postharvest stages. Targeted agricultural support services were identified along the value chain at the planning stage. Support services included better cultural practices, postharvest practices and marketing of products.

As a result of their involvement in IPTAs, farmers improve their income through better market outlets, linking food security to nutrition security (enabling postharvest stages. Targeted agricultural support services were identified along the value chain at the planning stage. Support services included better cultural practices, postharvest practices and marketing of products.

As a result of their involvement in IPTAs, farmers improve their income through better market outlets, linking food security to nutrition security (enabling postharvest stages. Targeted agricultural support services were identified along the value chain at the planning stage. Support services included better cultural practices, postharvest practices and marketing of products.

As a result of their involvement in IPTAs, farmers improve their income through better market outlets, linking food security to nutrition security (enabling postharvest stages. Targeted agricultural support services were identified along the value chain at the planning stage. Support services included better cultural practices, postharvest practices and marketing of products.

As a result of their involvement in IPTAs, farmers improve their income through better market outlets, linking food security to nutrition security (enabling postharvest stages. Targeted agricultural support services were identified along the value chain at the planning stage. Support services included better cultural practices, postharvest practices and marketing of products.
mothers to feed children with more nutritious food), and agribusiness start-ups as postharvest processes are introduced. Extension workers are able to target their services and reach larger numbers of farmers. Scientists improve their understanding of local contexts and the specific technology requirements of farmers. Some of the challenging agricultural issues resolved in these platforms were marketing of produce and availability of improved quality seeds. For example, in Tanzania, effective linkage was made with a private company, Tanseed International, to use contract farmers in the production of quality protein maize (QPM) seeds. Similarly, in Burkina Faso, marketing and seed-producer groups evolved from the platform to assist farmers in these areas. In DRC, the popularisation of the nutritional quality of QPM stimulated marketing and subsequent increased production of the crop.

The AfricaAdapt project, which aims at communicating local climate adaptation, has increased online membership from 600 to 949 members from 74 countries, including 41 African countries (an increase from 35 countries in January 2010). There are 435 uploaded resources and 40 blogs with 100 global positioning system (GPS) pointers. Online interaction is supplemented with innovative face-to-face interactions that include ‘meet and greet’ between media and researchers for the media to improve reporting on climate change. Small grants through innovation funding support innovative community knowledge exchange, such as the use of drama and rural radio.

Some of the challenging agricultural issues resolved in these platforms were marketing of produce and availability of improved quality seeds.

Output 3: Best practice guidelines for knowledge-management platforms developed and disseminated

Knowledge management (KM) is a broad area that requires guidelines and innovative motivation mechanisms to effectively synchronise and bring about the desired learning within platforms and institutions. FARA, through NSF2, facilitated the creation of two guidelines for establishing RAILS learning teams and IPTAs. Partnerships were built with key institutions to motivate and advocate for women and young professionals in science, as well as to strengthen coordination of advisory services.

Two Africa-wide science competitions were organised, one for women and the other for young professionals. One hundred submissions were received – 40 were selected as finalists and invited to attend the final round at the 5th Africa Agriculture Science Week. The winners showed originality and innovativeness in their science work and the ability to communicate their results. The papers responded to critical challenges and technological opportunities in agricultural development such as improved technologies for dairy and commodity crops, studies on improving the productivity of indigenous plants, use of information and communications technology (ICT) in disseminating agricultural innovations among rural communities, economic outlook of some African countries, and quantification of farmers’ adaptation strategies on climate change. The competition gave an overview of the current spread of African ARD activities. The research environment could still benefit from improved teamwork among scientists within and across disciplines. Greater interaction and collaboration with international research institutions creates greater visibility, higher standards, and synergies in the use of limited resources. Collaboration with development agencies enhances relevance and direct impact on intended beneficiaries.

In collaboration with the Food and Agriculture Organization of the United Nations (FAO) and endorsed by its national government, Zambia established its own national agricultural information and communication strategy, the Zambia Agricultural Research for
Development Information Network (ZAR4DIN). The strategy outlines how various research institutions within the country can digitise their information and make it available online. Various training events were conducted with national librarians and information managers within the institutions with support from the Ministries of Agriculture, and Science Technology and Vocational Training.

The RAILS learning team guidelines continued to be improved on the basis of lessons learned from use and application within the project. Within the year, 94 learning team members from countries in ASARECA (41), CORAF/WECARD (47) and SADC (6) were trained. The teams, which are characterised by diverse membership, are an effective means of strengthening country capacity to develop equitable access to knowledge and technologies for agricultural development. Through this training, the number of postings on the eRAILS portal increased by at least 100 percent.

In October, the SADC workshop on RAILS and DONATA reinforced the general process of establishing the learning teams. It highlighted the need for institutional support, opportunistic awareness of relevant events to gather network members, and advocacy to increase membership and create synergies with existing initiatives. It reinforced the responsibilities of RAILS focal points as facilitators, leaders, catalysts of change within the network, and as a cohesive force for the national network. The learning teams can enhance the visibility of partners and their activities at the national level. RAILS can enable the pooling of resources and skills, while also looking for synergies with other partners and initiatives. Capitalising on the achievements of past initiatives to strengthen the actual intervention and building on what already exists is important. The number of RAILS learning teams increased to 20 across Africa with 82 core members.

The IPTA guidelines were further validated at the SADC workshop in October. IPTA is a network of partners at country and regional levels reaching large numbers of stakeholders through regional representations from farmer organisations, extension, agro-processing, marketing, agribusiness and transportation. IPTA interventions are derived using value-chain analysis in which gaps, challenges and opportunities are identified by the platform members. Solutions, actions and activities are implemented through the linkage of platform members to the relevant service providers. The IPTA operates within an agreed functional mechanism identified by the platform members. Coordination, activities, and monitoring and evaluation (M&E) of the performance of the platform are defined and agreed upon by all platform members. IPTA sites are determined using current statistical data such as commodity consumption and production.

African agricultural advisory services were not coordinated until the AFAAS Secretariat, based in Uganda, started functioning in June 2010. The Secretariat consists of a management consultant and a technical assistant. A Strategic and Operational Plan for the next 5 years was drafted and shared with stakeholders and investors. Thematic studies were identified and prioritised to guide AFAAS’s future programmes—a learning framework for advisory services, the use of ICT, market-oriented approaches for delivery of extension services, gender-sensitive extension services, establishing country forums, and integration of extension within the CAADP process. The main challenge for AFAAS was...
FARA published 13 books, three policy briefs and several public-awareness materials (flyers, posters, pamphlets), all of which were facilitated and coordinated by NSF2 to identify sustainable resources to build on the momentum created by the team.

**Output 4: FARA Secretariat knowledge-management systems established and supported**

Open and dynamic communication channels are critical if FARA is to function as a forum. NSF2 has been assigned the role of providing such services to the Secretariat. The tools used include the FARA portal (www.fara-africa.org), an online forum using Dgroups, blogs, an eBulletin and printed materials. Each of these tools has built-in monitoring mechanisms to evaluate effectiveness and efficiency in creating awareness and facilitating information exchange among the FARA members. The FARA portal was upgraded in 2010 to capture more information and to present it better. This resulted in a record number of visitors – 14,821, with 62 percent of these being new. The average site visit is 3 minutes and a total of 68,340 pages were viewed. The FARA blog continued to be popular with 207 entries and over 1000 visitors per month. There were 37 fewer entries, but 50 more visitors than in 2009. The lower number of entries is probably due to staff turnover. Managing and coordinating these various tools requires dedicated time and specialist skills. It will help if other FARA staff can be included in sharing information with stakeholders using these tools.

FARA published 13 books, three policy briefs and several public-awareness materials (flyers, posters, pamphlets), all of which were facilitated and coordinated by NSF2. All publications are available online and hard copies were distributed during major events such as the 5th Africa Agriculture Science Week, ministerial conferences and CAADP country processes, as well as to farmers and other stakeholders during in-country DONATA IPTA activities.

A book based on a commissioned study was published, *Mapping Africa’s food and bioenergy*. It contains case studies from six African countries on how they are managing bioenergy needs through national strategies.

**Concluding remarks**

The year started with some challenges that were later reversed. National focal points required considerable guidance and facilitation in implementing project activities despite numerous consultations on the learning concepts, value addition, time management and shared responsibilities. The principle of subsidiarity was applied on the basis of available capacities of partner organisations or institutions and ensured better integration of the projects in the institutional structures and strategies of SROs. This is critical in the implementation of RAILS and DONATA, which vary by region and where management approaches are different.
By the end of 2010, progress had been made within all the knowledge platforms managed by FARA. Dedicated facilitation, targeted training, and monitoring of membership and information exchanged helped increase the quality of interaction and significantly increase knowledge exchange beyond merely pushing information.

Integrating learning within all the knowledge platforms is essential to retain relevance, attract new membership and attract recognition as a knowledge hub for the continent. This requires regular consultation and updating of needs assessment, as well as monitoring all stages of programme implementation.

Contextualising continental frameworks and guidelines to local conditions increases ownership and the delivery of results and outcomes ensures the commitment of national partners, limited financial resources notwithstanding. Community ownership and recognition of added value can drive the engine of sustainability of knowledge platforms. Information is important if productivity is to be increased, but sharing information can further increase its added value.

Performance of programmes and knowledge platforms was improved through a better understanding of the processes involved in establishing teams and the fine-tuning of the procedures used to procure resources. Resources are better used for the delivery of expected results. There are occasions when spillover effects of programmes are seen within institutions that are most active and dynamic.

The ability to act and react, and to turn challenges into opportunities is manifested by the IPTAs and RAILS platforms. Emerging issues are challenging but with knowledge platforms that communicate community practices (such as AfricaAdapt), mitigation and adaptation are proving reliable strategies.

Documentation of learning, and use of targeted tools are major driving forces in knowledge platforms, allowing widespread dissemination of knowledge beyond the platforms to other networks within and outside of Africa.
Introduction

Current development frameworks, like the CAADP, recognise improved broad-based agricultural productivity and competitiveness as imperatives for sustained economic growth and poverty alleviation in African countries. However, innovations to spur necessary growth in the agricultural sector are constrained by lack of human and institutional capacity. FARA’s Strategy and Operational Manual specifies ‘strengthening Africa’s human and institutional capacity for agricultural innovation’ as the functional role executed through NSF4. NSF4 executes this function by delivering the following two rationalised outputs:

Output 1: Capacity-strengthening needs for agricultural innovation established and updated
Output 2: Capacity-strengthening initiatives to address identified needs developed and implemented

Output 1 seeks to provide a sound basis and rationale for the design and implementation of demand-driven capacity-strengthening activities. Five activities were prioritised to achieve this output for implementation within the available MDTF budget allocation of USD 220,310. Two activities were fully implemented, another two were partially implemented, and another activity to be funded through a sub-grant was re-allocated.

Output 2 seeks to design and implement initiatives that respond to the capacity gaps identified under Output 1 to enhance agricultural innovation in African NARS. Of the six key activities specified for implementation to contribute to Output 2, four were to be funded by the MDTF (total budget of USD 117,120), while the remaining two were time-bound, bilaterally funded projects. One time-bound project, SCARDA, officially ended in June. SCARDA committed a budget of USD 311,078 to cater for activity implementation during the period 1 January to 30 June. A second project, UniBRAIN was initiated. The FARA budget for the UniBRAIN inception phase implemented in 2010 was USD 56,158. The activities under the MTDF were implemented to various degrees and two were rolled over to 2011.

The ensuing account outlines details of activities implemented by NSF4 based on the Annual Work Plan for 2010 towards delivery on outputs and outcomes. Pertinent lessons learned (and how they would influence subsequent activity implementation) are also presented.

Achievements

A key activity implemented in 2010 under this Output was the development of the NSF4 Strategy for capacity strengthening for innovation in African agriculture and natural resources. Consultations for the development of the strategy started in 2009. Three consultants were engaged to do a desk study, collate stakeholder views
through e-consultation, and undertake key-informant interviews. Contemporary views on agricultural innovation through capacity strengthening were obtained through literature searches, which provided background information to distil strategic statements and directions. A draft strategy document was prepared and subsequently validated at a stakeholder workshop in mid-April 2010. The validated document was approved by the FARA Board in late April. The strategy, which covers the period 2010–2014, was accompanied by an operational plan. The strategy and the operational plan positioned NSF4 to better streamline activity implementation towards achieving FARA’s 4th Result on ‘human, institution and organisational capacity for innovations developed in a gender-sensitive manner’.

Updating of capacity is also necessary to sustain an innovative edge and dynamism in the agricultural sector. In today’s rapidly changing environment, it is essential for the FARA Secretariat to continually assess the capacity needs of FARA and its implementing stakeholders. Institutional analysis will position the Secretariat to lead and champion demand-led capacity-strengthening interventions. In 2010, three activities were prioritised to assess the capacity needs:

- An institutional analysis of the FARA Secretariat
- Analytical studies and surveys on capacity needs
- An analysis of rural farming community needs as the basis for improving the design, methodology and targeting of services.

With regard to institutional analysis of the FARA Secretariat, a concept note was prepared. However, further implementation was contingent upon favourable buy-in from FARA management and staff, which needed considerable engagement time. The analysis of rural farming community needs was to be undertaken as a sub-grant and a proposal was developed to this effect by March. However, no further implementation was possible as the procedure for disbursement of sub-grants had not been approved by the FARA Board (further details on sub-grant funding are given under Output 2). The activity on conducting surveys on capacity needs for agricultural innovation in the NARS was in abeyance and, together with institutional analysis of FARA, will be fully implemented in 2011.

As a component activity of SCARDA, an ongoing time-bound project to deliver on Output 1, studies were conducted in the SADC Food, Agriculture and Natural Resources Directorate (SADC/FANR) to determine the relevance of agricultural graduates to the needs of the industry. National consultants were engaged to conduct the studies in Botswana, Lesotho and Zambia. Workshops to validate the study results were conducted in the three countries in December 2010. The validated study results will now be disseminated to stakeholder agricultural education and training (AET) institutions in these countries with a view to influencing the curricula, pedagogy, approaches to course delivery, and management issues. This will improve the quality and relevance of the graduates. A similar study under SCARDA had previously been completed in ASARECA and another will be conducted in CORAF/WECARD.

**Output 2: Capacity-strengthening initiatives to address identified needs developed and implemented**

The development of an operational plan (OP) was undertaken in October. Implementation details to do with chronological assignment of activities over the Strategic Plan period, full budget of activities, risk assessment and determination of key performance indicators will be completed through a joint planning workshop with SROs and other FARA stakeholders in May 2011.

The draft FARA Operational Manual of 2010 provides detailed guidelines for effecting sub-grant funding to enable implementation of research activities contributing to the FARA Results by partners and other
external agencies. Activities eligible for funding under sub-grants include the CAADP compact processes of relevance to FARAS’s role as lead institution for implementation of CAADP Pillar IV. During 2010, NSF4 undertook an activity on Developing full proposal for a project on a comprehensive approach to creating the capacity needed to implement and sustain CAADP that was intended to be implemented by a partner institution through a sub-grant.

It was later realised that a consultative process to develop consensus among AET stakeholders needed to be put in place first and – with the consent of the World Bank – funds designated for this activity were reallocated to support the consultative development of a framework for an Africa-wide action and investment plan. This contributed to the same strategic objective of NSF4. The engagement platforms under this initiative included:

- A pan-African consultative workshop towards development of an Africa-wide capacity-strengthening strategy with the Alliance for a Green Revolution in Africa (AGRA) in Nairobi
- Hosting the Capacity Strengthening Side Event at the FARA General Assembly in July 2010
- Participation and discussion during the Regional Agricultural Forum for Training (RAFT) meeting in Nairobi hosted by ANAFE
- Participation and discussion during the RUFORUM Biennial Conference in Kampala in September
- Co-hosting the side event on integrating tertiary education into the CAADP at RUFORUM’s Ministerial Conference on Higher Education in Kampala.

The immediate outcome from these engagements was continental buy-in and political support for the formation of an Africa-wide agricultural capacity-strengthening action and investment strategy that aims at mainstreaming AET into the CAADP implementation process.
NSF4 also facilitated university engagement by NEPAD/CAADP and international higher-education events by supporting participation of university staff in key CAADP forums and meetings

An important reason for inadequate capacity in the African agricultural sector is attrition occasioned partly by human capital flight and migration to better-paying jobs in other economic sectors locally and abroad. In 2010, NSF4 initiated an activity on *Developing a strategy for tracking the success and wastage among African agricultural and natural-resource graduates that will provide constant feedback for improving the retention of graduates in the African agricultural sector*. A consultant to undertake this assignment has been engaged and the activity will be finalised in 2011.

NSF4 also facilitated university engagement by NEPAD/CAADP and international higher-education events by supporting participation of university staff in key CAADP forums and meetings, including the FARA General Assembly in Ouagadougou, 19–24 July. This event provided an opportunity for networking and updating the current thinking on Africa’s agricultural development and opened opportunities for university staff to participate in other international events in agricultural development. The support will be continued in 2011.

During 2010, NSF4 completed the validation phase of the SCARDA project, a 2½-year programme, funded by the UK Department for International Development (DFID) and implemented in 2008. SCARDA arose out of the NARS Capacity Assessment Report of 2005 by FARA that revealed lack of capacity needed for quality agricultural research in the African NARS. Its main purpose was to strengthen agricultural research management in, and quality of research outputs from, the NARIs and tertiary AET organisations in selected countries. The programme was coordinated by FARA and implemented by ASARECA, CORAF/WECARD and SADC/FANR in focal institutions in Burundi, Botswana, DRC, Gambia, Ghana, Lesotho, Mali, Rwanda, Sudan and Zambia. Although it officially ended on 30 June 2010, the donor allowed partial extension to allow the SROs to complete implementation of key pending activities.

A number of activities were undertaken under SCARDA during 2010, including:

- Professional and technical training in agriculture
- Development and implementation of change-management plans
- Capacity strengthening in the management of NARS
- Documenting lessons and best practices, publishing them, and sharing them with other stakeholders.

Regarding professional training, a refresher training course for researchers and extension agents on *Developing and packaging of extension material* was held 1–12 November in Botswana and 29 November to 10 December in Lesotho. Further, a total of 78 junior and mid-level personnel from the three SROs were registered for MSc training in regional and overseas universities to pursue courses in various capacity-constraint areas identified by the respective focal institutions in a prior institutional analysis. By December, all of the students (except one from SADC/FANR) had finished their training. Upon re-integration back into their local institutions, the graduates will contribute significantly to improving the quality of research outputs from their organisations. Immediate benefits from the training of 34 MSc students in ASARECA have been reported on the ASARECA website (*Boosting capacity for agricultural research through SCARDA*).¹

The change-management action plans (CMAPs) developed during the agricultural research management workshops conducted under SCARDA continue to influence the re-organisation and management of all the 12 focal institutions implementing SCARDA. The CMAPs have been integrated into the overall change-management strategies of the focal institutions and

will have key impacts on the conduct and management of agricultural research. In the SADC sub-region, activities relating to change-management strategies included an exchange visit to Namibia by representatives of the Botswana Small Stock Association (24–27 October) and a conference in Lesotho as a forum for exchange and sharing of agricultural research information (16–17 November).

Workshops targeted at strengthening agricultural research management were held in the SROs according to the quarterly work plans. In SADC/FANR, a third agricultural research management (ARM 3) workshop was held 9–10 December to share lessons learned during the previous two ARM workshops. In CORAF/WECARD, a workshop to develop a unified approach to the two SCARDA change-management strategies was held in Dakar, 15–16 December. The ‘transformational approach’ (adopted by ASARECA) to effecting fundamental change in the NARS through attitudinal and mindset changes (especially of the focal institution leadership and staff) and the ‘transactional approach’ (adopted by CORAF/WECARD and SADC/FANR) to enhance the managerial and technical skill competence (including materials and tools that improve the performance of the system) were complementary, with the emphasis depending on the context, specificity and typology of each organisation.

To encourage regional spillover, NSF4 facilitated sharing of lessons learned and best practices from SCARDA implementation during the Capacity Strengthening Side Event of the 5th Africa Science Week and FARA General Assembly in Ouagadougou. These lessons will influence the design and execution of future agricultural research capacity-strengthening interventions in African NARS.

In line with the programme grant agreement, FARA’s coordination of SCARDA activities ended on 30 June. Activities coordinated by FARA from January to June 2010 included:

- Quarterly management and team planning visits conducted in the SROs and FARA Secretariat to compile work plans and budgets
- Compiling programme-wide quarterly, half-yearly and annual reports
- Production of communication outputs like SCARDA Outcomes and a SCARDA video documentary.

The video documentary chronicled key SCARDA achievements in the three SROs and was disseminated to key stakeholders. Other coordination efforts included monitoring of activity progress and turnover in the SROs against output targets, timelines, indicators and budgets; and programme-wide lesson learning and compilation of best practice. The end-of-project report was also compiled and duly submitted to the donor.

In line with FARA’s subsidiarity principle, NSF4 successfully completed the validation phase of SCARDA and has handed over coordination to the SROs. To support the out-scaling process, NSF4 has now completed a proposal on the SCARDA–West Africa Agricultural Productivity Program (WAAPP) convergence initiative, in which the best practices from SCARDA implementation will be used to enrich the capacity-strengthening components of the WAAPP and the other African agricultural productivity programmes. This proposal is intended to be a core activity of NSF4, jointly funded from the MDTF and the productivity programmes. The ramifications of this initiative will be discussed in an upcoming Joint
NSF4 has successfully validated a novel approach for capacity strengthening under the SCARDA initiative, and is currently coordinating the implementation of a second one (UniBRAIN).

Planning Workshop with SROs and other stakeholders in 2011.

The second NSF4 TBA implemented during the year, UniBRAIN, is a Danida-funded initiative to facilitate agribusiness collaboration in improving teaching and training of agribusiness and involvement of universities in producing agricultural innovations. The inception phase for this programme started in January 2010. Key activities during 2010 included learning and sensitisation visits to Danida Headquarters in Denmark by the programme’s Technical Coordinator and representatives of the UniBRAIN partners, appointment of the Steering Committee and Independent Grants Committee (IGC), and a call for concept notes from prospective Agribusiness Innovation Incubator Consortia (AIIC). Fifty-one concept notes were received and these are being evaluated by the IGC. The start-up phase of the programme has been extended to provide more time for lesson learning. The coordination structure has also been reviewed and modified in response to partner-engagement challenges and lessons identified in the initial stages of implementation, which was one of the purposes for having an inception phase.

Concluding remarks

Delivery on the two NSF4 Outputs has contributed to the overall FARA Results as specified in the FARA M&E Strategy and Medium-term Operational Plan (MTOP). The consensus building developed on AET as a result of the Africa-wide action and investment plan led to ministerial support and the recognition capacity strengthening as an investment portfolio within CAADP during the 2010 Conference of Higher Education in Agriculture (CHEA). This has provided a vehicle to link calls for reforms in tertiary education to the CAADP Pillar IV Strategy and NEPAD’s CAADP Capacity Development Framework.

NSF4 has successfully validated a novel approach for capacity strengthening under the SCARDA initiative, and is currently coordinating the implementation of a second one (UniBRAIN). NSF4 has initiated the development of two others (the Africa-wide capacity strengthening action and investment plan and SCARDA–Productivity Program convergence initiative).

In addition, institutional analyses have already been conducted in 12 focal institutions spread across the three sub-regions of SSA to identify capacity-strengthening needs. SCARDA has addressed at least 90 percent of the identified needs in 12 focal institutions. Also under SCARDA, four tertiary agricultural institutions – National University of Lesotho (NUL), University of Zambia (UNZA), Botswana College of Agriculture (BCA), and Agricultural Research Council (ARC, Sudan) – currently have strategies to address competency gaps. A report undertaken by ASARECA concerning the preferred areas of study of graduate was ratified by key stakeholders and might have triggered curriculum reforms in the sub-region. However, this needs to be confirmed. Other achievements of SCARDA implementation include: (1) established infrastructure for delivery and lesson learning across SROs and lead service providers – mainly through programme-wide adoption of the project management team (PMT) concept and lesson-learning workshops, and (2) increased confidence of the financial institutions in taking charge of change – as a result of implementation of change-management action plans.

Some significant changes immediately arising from SCARDA implementation (as attested to by representatives from six targeted institutions) have to do with increased awareness and skills for collaboration and new ways of doing things. For example, a respondent from the National Agricultural Research Institute, Gambia, identified ‘increased collaboration, working as colleagues and partners...
and as not rivals in development’ as an immediate outcome of SCARDA implementation in the financial institution. At the Institut d’économie rurale (IER), in Mali, ‘coming together to draft joint proposals, more collaborative, not competing but sharing experiences’ is an example of remarkable change. An employee of NUL identified ‘using indigenous knowledge and innovation systems to solve farmers’ problems’ as a most significant change already accomplished through SCARDA. From BCA, ‘realisation that we can’t do everything on our own – we need partners’ was cited as a notable change.

Due to budgetary constraints, the initially planned MDTF activities had to be cut back to fit the available budget ceiling based on specified criteria. Also, the milestone targets for the 2010 NSF4 work plan had to be shifted for two main reasons: (1) unfamiliarity with the recently set up MDTF procedures that caused a delay in the approval of FARA 2010 Annual Work Plan (AWP) and Procurement Plan by the World Bank in April 2010; and (2) the AWP was formulated before the development and approval of the NSF4 Strategy. These factors contributed to reduced planning efficiency. Some activities were not fully executed and a couple merely initiated, resulting in lower than expected overall activity turnover and spend rate. A case was made for re-allocation of funds meant for one sub-grant. With World Bank approval, funds were re-assigned to the MDTF to enable NSF4 to engage directly in related activities with the same objectives as the one planned under the sub-grant. This flexibility in resource allocation across activity lines was commendable and enabled successful engagement in critical forums that demanded urgent input and leadership from FARA’s NSF4. In the future, anticipated early approval of the AWP by the FARA Executive Board and World Bank will help improve planning and activity turnover. However, sustained cut-back and prioritisation of activities due to annual budgetary constraints are likely to delay intended outcomes in the planning horizon of the NF4 strategy. Hence, there is need leverage other funds for strategic themes that may be relegated by MDTF funding.

A number of lessons emanated from the UniBRAIN inception phase, including:

- There is a huge interest in agribusiness in Africa at this time in history and UniBRAIN is the right project at the right time;
- The Danida review determined that the AIIC should be able to determine their own leadership, whereas in the past it had been assumed that the incubators would be led by the university members;
- The inception phase visits to stakeholders confirmed that there was a strong desire for change and a commitment to collaboration, but there are still strong institutional ties to traditional ways of doing things that will have to be addressed, such as providing incentives for academics to engage in advancing technical innovations;
- Very careful attention will have to be paid to developing the institutional instruments such as intellectual property protection, commercial confidentiality and benefit-sharing arrangements;
- A lot of care should be taken in forming partnerships, with special consideration of institutional compatibility, commonality of interests, and complimentary of mandates and capacities;
- In future phases, there will have to be a much stronger commitment to working together and adhering to the Programme Action Plan.
Introduction

The NSF on Partnerships and Strategic Alliances seeks to facilitate the establishment of partnerships that bring together a wide range of expertise and capacity required for the accomplishment of broad-based improvements in agricultural productivity, competitiveness and markets, leading to improved livelihoods particularly of smallholder farmers in Africa. Projects through which we derive the TBAs for this Function include SSA CP, the Platform for African–European Partnership on Agricultural Research for Development (PAEPARD); and African–Brazil Marketplace. These activities complement each other to promote interaction among all stakeholders along the commodity value chain or system of production to maximise synergies and generate innovations. NSF5 sets three Outputs for the medium term (including the reporting period):

• Increased awareness and use of best practices for establishing and strengthening effective innovation platforms in ARD
• Increased use of best-practice guidelines for establishing effective partnerships and strategic alliances for ARD
• Enhanced support for appropriate partnerships, strategic alliances and innovation platforms.

This report documents the progress made on the TBAs: SSA CP, Phase 2 of PAEPARD, and the ongoing functions of NSF5 within the reporting period.

Achievements

Achievements leading to Output 1 were derived from two major TBAs – SSA CP and PAEPARD II. Experiences have shown that innovation platforms (IPs) built around multistakeholder partnerships along identified value chains enhance the process of innovation in ARD. In previous years, SSA CP facilitated the development of 36 IPs as forums for interaction among stakeholders working along identified value chains for the promotion of innovation. This is far above the target of three IPs originally set by the MTOP. This unexpected variance was made possible by the commencement of SSA CP after the approval of the proposed research methodology. Twenty-seven of these 36 IPs have passed through their ‘teething’ stages and initiated the process of active learning from their experiences. They have also started active sharing of experiences on best practices for establishing and strengthening innovation systems in ARD. It is expected that in another 2 years these 27 IPs will have reached a more mature stage where they can sustainably conduct their activities without external facilitation.

During the period under review, three documents on methodology for the implementation of the IAR4D concept under different socio-economic conditions were published and disseminated for wider use by the ARD stakeholders in Africa. Within the same period, 12 publications were produced in both electronic and print format, including journal
articles. This was done to reach out to all stakeholders, including a wide range of researchers working in ARD. Once again, this was far beyond expectation and made possible by the activities of SSA CP. Further to this was the facilitation of the development and production of the second general book, *IAR4D: from concept to practice*. This book gives a step-by-step process for setting up IPs, giving practical examples and lessons learned from the SSA CP.

To commence the process of experience sharing on IPs, field activities of SSA CP documenting appropriate lessons were disseminated through a quarterly newsletter called *Inside SSA CP*. Three successive editions were published and disseminated electronically to a wide audience among the ARD stakeholders and development partners. This contributed to the spread of the IAR4D concept among ARD stakeholders in Africa. The outcome of this product included the adoption of the IAR4D framework in the national ARD strategies of Mozambique, Nigeria, Sierra Leone and Uganda.

This framework is also being applied in the development of CAADP-related IPs in various countries. Moreover, research Institutions (KARI, SLARI), international NGOs (EUCORD) and a number of donor-financed projects (the USAID-funded project Maximising Agricultural Revenues and Key Enterprises in Targeted Sites, RIU) and private-sector companies (OLAM, GADCO, SinaGerald) have also adopted the concept and reported significant benefits to smallholders. For instance, productivity of crop farm holdings increased across the SSA CP pilot learning sites. Farmers increased productivity of soya beans from an average of 900 kg/ha to an average of 2 t/ha in northern Nigeria. This is an average of 120 percent increase for a total of 150,000 farmers. This translated into an additional income of USD 500 per ha per season for each farmer.

Engagement of banks on the IPs in southern Niger mobilised an additional USD 6 million for agricultural production and yielded a profit of USD 960,000 to the financing agencies. Participation of input dealers on the platforms in Zimbabwe led to mobilisation of additional business of USD 3.2 million, giving USD 640,000 additional profits to input dealers. Product development opened up opportunities for agribusiness and employment in DRC, Malawi and Uganda. Mamera drink was developed from sorghum at Makerere University. This innovation was taken up by an entrepreneur on the platform and it is now found on supermarket shelves in Uganda. Through mamera drink, 5000 Ugandan farmers increased their income by an average of 80 percent due to sorghum production. Kasiksi drink was developed from banana at the University of Goma, DRC. Kasiksi increased the income of 2500 DRC banana farmers by an average of 200 percent. Introduction of new packaging of potatoes through IAR4D in Rwanda doubled the income of 2000 farmers from USD 0.2/kg to USD 0.4/kg per farmer, with each farmer making an additional average profit of USD 1600 per season from potato production.

In spite of the seemingly wide acceptance of the concept of IAR4D, which is facilitated by the IPs, FARA still holds firmly to the responsibility for proving the concept using scientifically rigorous techniques. The Core Research Support Team (CRST) was set up by FARA for the purpose of conducting the final proof of the concept of IAR4D. This team was further strengthened with the addition of an *ex-ante* impact assessment team and a social impact specialist during 2010. The team organised and conducted a meta-analysis workshop in Harare, a writeshop in Cotonou and a planning meeting in Nairobi. The outcomes of these workshops included a strategic work plan to deliver the proof of IAR4D concept and the harmonisation of different fields of endeavour to yield a coherent research outcome and timelines for the delivery of outputs. Additionally, a training workshop was conducted for researchers and postdoctoral fellows working in various task forces to strengthen their capacity.
for impact assessment and data analysis. As a result, 10 *ex-ante* evaluation-related publications were produced from the SSA CP baseline data.

Delivery of proof of the concept of IAR4D requires a meta-analysis which necessitates the development of a uniform survey tool. To this end, the lead economists from each task force developed a uniform tool for the endline survey. These activities resulted in the development of a generally acceptable endline survey tool and the development of a survey implementation strategy that ensures collection and entry of accurate data that could easily be merged and used for the prescribed analysis for the proof of concept. Knowing that IAR4D works, however, is not enough. Several stakeholders wanted to know how IAR4D delivers its benefits. Thus, the group developed a participatory M&E strategy that was used to follow IP activities across all platforms. This document has been published for wider use, thereby strengthening FARA as a knowledge hub for multistakeholder partnerships.

The SSA CP organised a 2-day strategy and lesson-sharing forum as a side event of the Africa Agricultural Science Week and 5th FARA General Assembly in Ouagadougou. This event was organised to help partners articulate best practices and share them with the wide network of stakeholders that attend such forums. Twenty scientific papers were presented at the forum. The papers were peer-reviewed and the first volume was published as a special edition of the *Journal of Agriculture and Environmental Studies*. The forum provided opportunities for interactions and exchange of knowledge among SSA CP researchers and managers on how to resolve different problems emanating from the IP arrangements.

Within the reporting period, SSA CP was reviewed twice. An internally commissioned review was undertaken in July and an externally commissioned review took place during the last quarter. The outcomes of the two reviews were positive in that they both recognised that FARA had succeeded in developing an innovative methodology to set up and use a multistakeholder platform for poverty reduction. They also both recognised some gaps, particularly in the knowledge of how IAR4D delivers its benefits. They therefore recommended extension of the programme for a period of 2 years to ensure completion of the proof of the concept research and the development of a coherent strategy for scaling out the concept. The internally commissioned review recognised the approach developed by FARA as a viable tool for enhancing impact. Activities during the extension period will also mainstream this approach into CAADP-related IPs. The reports of the two reviews have been published electronically on the SSA CP and CGIAR web pages.

The PAEPARD Phase II programme was set up to promote collaboration between European and African stakeholders and the engagement of non-research stakeholders in the promotion of innovations for poverty reduction. The programme recruited two co-managers, one for Europe and one for Africa. The managers facilitated the development of a consortium agreement among the partners. They also organised
a meeting of the leaders and co-leaders of work packages to agree a work plan and budget for activities allocated to implementing partners (working group of experts) in Africa and Europe.

**Output 2: Best-practice guidelines for establishing effective partnerships and strategic alliances for ARD generated, synthesised and disseminated**

Achievement under Output 2 was derived from three activities within the essential continuing function and TBAs of NSF5. Three guidelines were targeted for this reporting period. The activities included the development, validation and approval of the NSF5 strategy. The document was developed through a highly consultative process in order to collate and set the best-practice guidelines for partnerships and strategic alliances. This was followed by a validation of the document in a workshop attended by a cross-section of ARD stakeholders in Africa. The strategy was approved by the FARA Board, published and disseminated among stakeholders.

Africa is benefiting from various experiences and good practices. Many of these are relatively unknown due to poor information exchange. To promote sharing, a book that documented successful innovations in African agriculture was researched and reviewed by selected experts. The book documents best practices in partnership among ARD stakeholders that yielded agricultural innovation around specific commodities and systems of production in Africa. The book also provides guidelines that could be adapted to scale out the success stories. This will be strategically disseminated in the future.

Guidelines with principles to engage non-research and research stakeholders in ARD were developed and published. This important document has been used to organise internal consultations by European and African stakeholders. Collaboration between stakeholders in ARD in Africa and Europe led to joint assessment and prioritisation of constraints that dovetailed into a call for proposals to develop partnerships between African and European ARD stakeholders with adequate involvement of non-research partners. It is hoped that, with assistance from PAEPARD II, selected proposals will arouse attention and support from donors. These proposals meet the criteria of diversity in multistakeholder partnership and are geared towards the attainment of the Millennium Development Goals. PAEPARD is funded by the EC and has been looked at as a model for this kind of unique partnership. It is therefore currently being replicated in other regions of the world.

**Output 3: Appropriate partnerships, strategic alliances and innovation platforms established, strengthened and supported**

The formation of appropriate partnerships and strategic alliances at continental and intercontinental
levels is essential for the promotion of innovations in Africa for poverty reduction and better food security. Civil society organisations (CSOs) – including farmers’ organisations, NGOs and the private sector – are crucial for this process. These groups of actors are crucial for the derivation of benefits from CAADP. Activities in these areas offered inputs to the delivery of Output 3.

Output 3 also took inputs from activities related to Output 2 to strengthen three platforms already established for ARD. The first platform was the one for agricultural biodiversity. Africa needs to coordinate the conservation and use of its extensive genetic resources to get the best from CAADP. It was for this purpose that the General Assembly decided in Johannesburg in 2007 that FARA should form a platform for agricultural biodiversity in Africa. The Agricultural Biodiversity Initiative for Africa (ABIA) was launched at a side event of the FARA General Assembly and 5th African Agricultural Science Week in Ouagadougou. This launch was preceded by the International Conference on Agricultural Biodiversity that marked the United Nations Year of Biodiversity. ABIA will offer ARD stakeholders in Africa the opportunity to work together to maximise the huge biodiversity potential in Africa for poverty reduction, food security, and resilience of production systems, especially in the face of climate change. Since this launch, FARA has embarked on resource mobilisation for the commencement of activities.

Progress with CAADP Pillar IV could be promoted through effective partnerships not only with Northern countries, but also with emerging economies like Brazil, India and China. The Africa–Brazil Marketplace was launched in July 2010 as a side event of the FARA General Assembly. The launch brought together African scientists and private-sector entrepreneurs to establish and strengthen South–South partnerships between African and Brazilian organisations. Since its launch, the Africa–Brazil relationship has successfully called for proposals and brokered partnerships between African and Brazilian stakeholders on no less than 200 innovative ARD projects. Each proposal was developed as a multistakeholder project to implement activities leading to poverty reduction and promotion of food security. As part of the brokerage efforts, 60 African ARD stakeholders were supported to participate in an Innovation Market Place event in Brasilia, where opportunities were created for exchange of ideas. Six proposals were funded in the first round of the Market Place. The Market Place will foster the exchange of technologies and knowledge between Africa and Brazil for the accomplishment of the Millennium Development Goals.

NSF5 continued to support key CSOs in Africa to help them improve their work under CAADP Pillar IV for the promotion of food security and reduction of poverty. It provided both technical and financial backstopping for the consolidation of sub-regional farmers’ organisations to form the Pan-African Farmers’ Forum (PAFFO). FARA organised a stakeholders’ workshop to encourage cohesion within the organisation. The birth of PAFFO marked the emergence of a strong continental voice for farmers in Africa. NSF5 also provided financial support for a stakeholders’ workshop organised to strengthen the Pan African Agribusiness and Agro Industry Consortium (PanAAC) in order to foster effective participation of the private sector in ARD in Africa. As a result of this capacity strengthening, PanAAC was able to take part in several international forums, including the Global Fund for Agricultural Research (GFAR) and the CAADP Partnership Platform meetings.

Concluding remarks

The implementation of the planned activities and delivery of outputs was a somewhat challenging due to the iterative process involved in MDTF procedures. This delayed the start and completion of some activities. However, NSF5 implemented all its approved activities within the reporting period. The commencement of SSA CP, PAEPARD II and Africa–Brazil Marketplace enabled NSF5 to undertake activities that enhanced the accomplishments of the NSF and of FARA. Enlargement of activities in this category could augment the MDTF and help FARA attain its objectives, thereby filling the gap created by the shortfall in the MDTF.
Introduction

The objectives of the Corporate Governance Reform Stream (CGRS) are to strengthen and facilitate continuous improvement in the Secretariat’s governance processes, accountability and internal management. This is to enhance the Secretariat’s capacity, capability and effectiveness to deliver the results of the MTOP 2008–2012 in a continually changing business environment. It also aims to provide similar services to the secretariats of the SROs on request.

The CGRS set out to deliver the following four Outputs:

1. Enhanced composition, operation and performance of the Board
2. Improved internal organisation, management, gender sensitivity and accountability of FARA and SRO secretariats
3. A strategy for strengthening capacity for gender analysis and mainstreaming gender equality in the implementation of CAADP Pillar IV developed and advocated
4. Synthesis, dissemination and internalisation of good governance principles and practices by FARA and the SROs.

Achievements

The targets for this output were to complete changes to FARA’s legal status and governing instruments, and to renew the memoranda of understanding (MoUs) between FARA and the AUC and NPCA. The incorporation of FARA in Ghana, revisions to the FARA Constitution and Governance Manual, and the new Board of directors and secretary were ratified by the General Assembly in July.

Prior to its registration in Ghana, FARA was only registered in the UK and USA. Thus, as a legal entity, the Secretariat was operating in the capacity of an external company of the UK entity, with diplomatic privileges granted by the Government of Ghana. Consequently, the provision of the FARA Constitution that states that the seat of FARA shall be established in any country in Africa was not being enforced. To correct this situation, the Board mandated the Secretariat to incorporate FARA in Ghana. This exercise has been completed with the Registrar General’s Department of Ghana and was ratified by the General Assembly in July 2010. The effects of this exercise are that, first, the FARA entity incorporated in Ghana is now the headquarters (i.e., the seat) to which FARA’s other legal entities incorporated in the USA and the UK are linked as affiliates. Second, the Constitutional provision is now being adhered to and there is no longer any ambiguity about which of the three entities is the primary entity. The certificate of FARA’s incorporation in Ghana and the certificate to commence business were issued by the Registrar General of Companies in April 2010.
In line with the revised Governance Manual, new Board performance-assessment tools have been adopted to enhance accountability.

Both FARA’s Constitution and its Governance Manual have been revised, drawing on contributions from the Board, development partners and internationally accepted best practices in corporate governance. The General Assembly ratified the amendments to the Constitution and Governance Manual in July. The changes introduced by the revisions:

- Clarified FARA’s date of origin
- Clearly defined the criteria for and mode of becoming a member of FARA and the entitlements of membership
- Provided a guide on how to achieve and maintain a fair gender balance on the Board
- Expanded the Board categories to ensure an adequate set of skills
- Redefined the composition of the Executive Committee
- Harmonised all governance instruments so as to retain the supremacy of the Constitution.

These revisions improved earlier versions of the documents in terms of clarity, certainty of what is required, and ease of comprehension. These primary reference documents on governance will enhance the Board’s work.

The CGRS contributed to organising the 5th African Agricultural Science Week and FARA General Assembly in July. It focused mainly on the Business meeting, where members of FARA make key decisions concerning the Forum’s continued existence, as well as governance processes and programmes. Decisions made during the 2010 Business meeting included:

- Appointment of a new Chairperson and a new Vice Chairperson
- Confirmation of members of the Board of Directors
- Approval of FARA’s programme of activities for 2010–2013
- Ratification of revisions to the FARA Constitution and Governance Manual.

These decisions confirm the continued confidence that constituents of FARA have in the governance structure, management and programmes of FARA.

The CGRS also led the organisation of two Statutory Board Meetings in April and November and one Extraordinary Meeting in July. The key highlight of the 6th FARA Board meeting in April was to review the progress made in 2009 against the approved 2009 annual work plan and budget. The purpose of the Extraordinary Meeting was to make resolutions on various governance and strategic issues intended for ratification by the business session of the 5th FARA General Assembly. The 7th FARA Board meeting in November approved the 2011 annual work plan and budget (AWPB). The approval of the AWPB in the last quarter of the preceding year is one of the revisions to the Governance Manual. This gives the Board sufficient time to thoroughly review the AWPB and make any relevant changes well before commencement of its implementation.

Renewal of the MoU between AUC and NPCA was not completed in 2010. Negotiations between the entities were initiated in January 2010. A series of follow-up meetings was held and a draft MoU developed. The subsequent steps have been rolled over to 2011.

The style of doing Board business has been significantly enhanced. The Board has taken full ownership of its fiduciary responsibilities and to this end only approves balanced budgets. In line with the revised Governance Manual, new Board performance-assessment tools have been adopted to enhance accountability. The expansion of the Board membership to include a World Bank observer (November 2010), finance expert (vacant) and governance expert (vacant) ensures a good balance of skills.
Output 2: Internal organisation, management, gender sensitivity, and accountability of FARA Secretariat improved

The targets of improving internal organisation, management and accountability were an upgrade of the SunSystems and an improved financial management system, a fully functional human-resource information system, enhanced performance of the procurement function, and recommendations for enhancing gender mainstreaming within the Secretariat and in the projects it coordinates.

The recruitment of a Director of Finance, re-allocation of staff functions, tailored staff training and upgrading of SunSystems have strengthened capacity and improved the Secretariat’s financial management system.

Financial controls and transparency have been made more robust by the introduction of new processes and the modification of existing ones. These include dispensing with the treasury management practice of pooling funds into a common bank account. Dedicated bank accounts have been opened for each programme and project.

The internal audit process has also helped to improve governance. While the internal audit did not raise any material issues, it did identify lapses in operations, administration and project management, and made recommendations on how these could be resolved.

FARA’s external auditors, Ernst and Young Chartered Accountants, completed the audit for the 2009 financial year and presented their findings to the Board in November 2010. The statement confirmed the Board’s fiduciary responsibility to prepare financial statements which should be in accordance with the International Public Sector Accounting Standards (IPSAS) and the Companies Code, 1963 (Act 179). They also highlighted their responsibility to express an opinion on these financial statements based on their audit. The audit statement confirmed that sufficient and appropriate audit evidence was obtained from the Secretariat to provide a basis for an audit opinion.

On the basis of the above, the auditors expressed an unqualified opinion on the 2009 financial statements of FARA. Their opinion stated that:

The financial statements present fairly, in all material respects the financial position of FARA as at 31 December 2009 and of its financial performance and its cash flow for the year then ended in accordance with IPSAS.

With regard to compliance with other legal and regulatory requirements under Act 179, it was confirmed that FARA had kept proper books of account
and the financial statements prepared by the Board were consistent with the books of account.

In order to maintain a high standard of internal organisation, management and accountability, the Secretariat Management Committee (SMC) met regularly to discuss issues and make decisions in accordance with its mandate. The SMC included an additional step in the staff appraisal procedure mandating a panel of Directors to assess the final outcome of the appraisal of each staff member. This extra step is intended to make the appraisal more objective. The SMC also constituted a committee to review the current staff functions and compensation against all existing internal and external review reports. The outcome of this exercise, which was presented to the Board at its 7th meeting, resulted in some changes in the Secretariat’s organisation. The key changes included the merger of NSF1 and NSF3 to be led by one Director, restructuring of the Human Resources and Administration Unit by dispensing with the role of the Director, and the elevation of the position of CAADP Technical Assistant from Senior General Support Staff to Professional Staff. These have resulted in more efficiency and some cost savings.

To enhance the efficiency and management of human-resources information and processes, a Human Resources Information System (HRIS) was installed. The database is still being populated and the system is not yet functional. The final activities necessary to make it fully functional were rolled over to 2011.

To enhance the performance of the procurement function, FARA undertook to strengthen the capacity of the procurement unit by creating the position of Procurement Manager. The recruitment process for this position was initiated and the process will be finalised during the first quarter of 2011.

In seeking to strengthen operational procedures, the Operational Manual approved during the 6th FARA Board meeting was further reviewed during the October 2010 MDTF supervision mission. The sections identified for further strengthening are: sub-grants, operations, administration and human-resource management. The revision of these sections was initiated in November 2010 and will continue into 2011. The revised procedure for awarding sub-grants was approved by the Board in November 2010.

Output 3: Strategy for strengthening capacity for gender analysis and mainstreaming gender equality in the implementation of CAADP Pillar IV developed and advocated

The approved 2010 work plan did not programme any activity leading to this output. However, the Secretariat used the 5th FARA General Assembly to organise two side events on gender-related themes. These included a workshop on making ARD gender-sensitive and a competition aimed at motivating women and young professionals to contribute to agricultural science (see NSF2 Output 4).

In addition, a process for developing the CAADP Pillar IV Gender strategy was established.

The workshop on making ARD gender-sensitive underscored the need for raising awareness about gender and the consequences of overlooking this issue on the impact of ARD. It also identified four key issues that CAADP Pillar IV’s gender mainstreaming strategy should address, namely: enabling policy for promoting gender sensitivity, increasing enrolment and retention of women in higher education, leveraging partnerships to advocate for gender issues, and M&E systems for measuring the performance of gender-related interventions.

The requirements and processes for developing the CAADP Pillar IV Gender strategy were established. These included identifying the necessary actions, when they should be carried out and by whom. It also identified the human and financial resources required to develop the strategy. The strategy will be developed in 2011.

As a lesson learned from discussions with stakeholders, the FARA Secretariat gender strategy will be embedded within the CAADP Pillar IV gender strategy.

Output 4: Good governance principles and practices synthesised, disseminated and internalised by FARA, SROs and AFAAS

The targets for this output consisted of governance and operations manuals for NASRO and AFAAS, fulfilment
of the legal requirements necessary for NASRO, AFAAS and CCARDESA to function as effective organisations, and a learning platform for FARA, SROs, AFAAS and other CAADP Pillar IV partners on governance issues.

Technical support was extended to the CCARDESA and AFAAS secretariats for their institutional development. This entailed reviewing key governing instruments, operational procedures and recruiting core start-up personnel. This support helped speed up the institutional development of CCARDESA and AFAAS.

Fund management support was provided to CCARDESA and AFAAS through which controls over use of their funds and accountability were facilitated.

NASRO was assisted in soliciting resources to establish a functional secretariat. The fundraising process is targeted at the Islamic Development Bank. No firm commitment had been received by the end of 2010 and efforts will continue in 2011. Towards the end of 2010, the chairperson of NASRO, with FARA support, commenced arrangements to convene a Steering Committee meeting to chart the way forward for this SRO, including resolving outstanding governance issues. This meeting did not take place in 2010. Efforts to support NASRO’s institutional development will continue through 2011.

The 5th FARA General Assembly provided a platform for key CAADP Pillar IV civil society actors, namely PAFFO and the Pan-African NGO consortium, to collectively finalise the governance arrangements essential to their evolution into legal entities. Members of these groups were financed to attend these meetings. FARA participated in these meetings and shared best practices and its own experiences in good governance with the constituents. The outcome of these meetings is a consensus on governance arrangements and structures. PAFFO’s governance documents were adopted at its first General Assembly held in October.

**Concluding remarks**

The CGRS realised most of the targets it set out to achieve in 2010. Its Outputs contributed to improving FARA’s governance, as well as the Secretariat’s accountability, management and gender sensitivity. Improved governance is confirmed by the Board itself (Board minutes) and development partners (donor statements). Continued confidence in FARA as a relevant forum for mobilising actors in African ARD towards improving its impact on African livelihoods, and in FARA’s leadership is evident from the overwhelming support by constituents during the Business Meeting at the 5th FARA General Assembly (Business Meeting minutes). The targets that were not achieved, namely renewal of MoUs with the AUC and NPCA and support for institutional development of NASRO, were rolled over to the work plan for 2011. Engaging partners to move at the desired pace was the main challenge to achieving these targets during the reporting period.

The external audit of financial statements for the preceding year is usually carried out during the first quarter of the current year. In 2010, however, the lengthy process of procuring a new audit firm delayed commencement of the audit to the final quarter of the year. Moving forward, extra attention will be devoted to procurement planning and its implementation.

In 2011, the CGRS will consolidate the achievements made in 2010 to maintain and further improve on the standard of governance, internal organisation, management and accountability. It will also devote more attention and resources to supporting the mainstreaming of gender at the Secretariat and within CAADP Pillar IV.
Human resources and administration

Introduction

The main change for the Human Resource Unit in 2010 was a split of Human Resources, Finance and Administration Unit into Human Resources and Administration as one unit and Finance as another unit. The Finance Unit has been supervised by Dr Kaj Bjork since October 2010.

Services provided by the unit include staff recruitment and welfare, travel and logistical support for meetings held in country and those organised by FARA in other countries, facilities management, training coordination, review of policy manual, operations procedures and processes, and other administrative support as needed.

Highlights of the year cover mainly key activities, achievements and challenges of the Human Resources and Administration Unit in 2010.

Recommendations of the 6th Executive Board meeting implemented or ongoing: The meeting recommended placement of suggestion boxes at the disposal of both staff and FARA guests. This has been done and some good suggestions have been received through the process.

The 6th Executive meeting also recommended that FARA pursue a long-term solution to the space problem. FARA revived communication with the Council for Scientific and Industrial Research (CSIR) with respect to land that CSIR had offered to allocate to FARA to build its own headquarters in Accra. Follow-up meetings have been held with the CSIR Directorate and senior management who requested FARA to resubmit its request for the size of land it would need for construction of a permanent head office. This has been submitted. The CSIR Council met in early November 2010 to deliberate on the size of land to allocate to FARA. In the meantime, FARA is exploring possible funding sources for setting up permanent headquarters.

• **Plans for 2010 included:** Training and equipping staff for better performance and to address the increasing workload
• Enhancing team building
• Implementing cost-effective systems of operation
• Ensuring compliance with all statutory requirements
• Reviewing policy and operational manuals to ensure compliance.
Achievements

**Human resources.** In the course of the year, management decided to widen the scope of work of existing staff so that certain positions absorb functions of those who have separated from FARA.

In order to ensure sustainable staff costs over time, a team from the Secretariat was tasked with reviewing staff functions. This process is still ongoing and a final report and recommendation will be presented to the Executive Director of FARA. In the meantime, tasks of bilingual secretaries have been reviewed (Table 1).

**Support to AFAAS.** The Human Resources & Administration unit contributed to AFAAS work during the year. Among these support services were the recruitment of Management Consultant, Technical Assistant, and also the development of terms of reference (TOR) for recruitment of Finance and Administration Consultant, human-resources consulting firm and Procurement Consultant.

**Consultancies.** Consultants were recruited for specific assignments as indicated in the FARA work-plan activities and the procurement plan. To address the increasing workload and needs in various units, some consultants were recruited on a short-term (up to 6 months) basis. These consultancies were processed in line with provisions made in the procurement plan and with support and approval from the World Bank.

1. **CAADP Technical Assistant** to work with NSF1. On review of tasks to be performed and performance of the consultant, an extension for a further 6 months was granted up to February 2011.
2. **Senior Financial Controller** to work with the Finance Unit from 15 March to September 2010.
3. Short-term consultants were recruited for various meetings and workshops in conjunction with the procurement team. Other contracts included:
   - Identifying a provider for an HRIS – USIS was selected through competitive bidding and has set up modules for the HRIS
   - Upgrading of SunSystems Financial management and budget module – KPMG was close to completing upgrade of the system
   - Contracting insurance company for Assets – Metropolitan Insurance was selected through national competitive bidding for insurance of FARA’s assets
   - Contracting company for air-conditioning maintenance – a service provider was identified and has been contracted

**Table 1: Revised assignments for bilingual secretaries**

<table>
<thead>
<tr>
<th>Current assignment</th>
<th>Revised assignment</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bilingual Secretary to NSF2</td>
<td>Bilingual Secretary NSF2 and assist with set up of Library Services</td>
<td>The Library is an essential service that FARA provides to partners and stakeholders. This was discussed and agreed by the SMC.</td>
</tr>
<tr>
<td>Bilingual Secretary to NSF3</td>
<td>Bilingual Secretary to NSF1/3</td>
<td>No particular change in task apart from serving two NSFs. It was also proposed that NSF1 and NSF3 functions be brought under one Director after the departure of the Director of NSF1.</td>
</tr>
<tr>
<td>Bilingual Secretary to NSF1</td>
<td>Conference and Logistics Assistant</td>
<td>This deployment is a result of a vacancy in conference and logistics that needed to be filled urgently.</td>
</tr>
<tr>
<td>Bilingual Secretary to NSF5</td>
<td>Bilingual Secretary NSF5 and Finance</td>
<td>Secretary already works for NSF5 and had been backstopping Finance after the separation of the Finance and Human Resources &amp; Admin units.</td>
</tr>
<tr>
<td>Bilingual Secretary to NSF4</td>
<td>Bilingual Secretary NSF4 and Human Resources &amp; Admin</td>
<td>Secretary already works for NSF4 and staff expression of interest to enrich her career serving Human Resources &amp; Admin Unit</td>
</tr>
</tbody>
</table>
• Contract for maintenance of office generators – G&J, suppliers of the generator, have been retained to ensure proper care of the generators

Others were reported in the previous Board meeting.

Staff training. Seven of the 10 planned training activities were completed during the year. Beneficiaries of these activities expressed satisfaction with the contents of their programmes and summary reports were submitted. This will be monitored through overall performance on the job.

Policy review. Feedback from the joint donor review in October 2010 were considered and incorporated in the revisions of the operational manual.

Administrative document review. Minor changes were made to administrative documents to both improve procedures and facilitate work at the Secretariat. These included recruitment, travel and requisition documents. The recruitment evaluation form was reviewed to capture core requirements of each applicant, making it user-friendly. The revised version greatly facilitated the shortlisting of candidates by interview panel members and allowed better reporting on the interview process. The performance evaluation form was also revised to facilitate greater interaction between staff and their supervisors in assessment of annual performance and setting goals for the subsequent year.

Staff performance appraisal. Performance appraisals are essential for the effective management and evaluation of staff. The 2010 end-of-year appraisal was conducted in December 2010. This was one of the most exciting and challenging exercises, as it afforded supervisors and their staff members the opportunity to discuss how well or poorly they have performed and to set objectives for the next year. Achievements in the year were measured against set objectives and areas that required improvement. An Evaluation Committee was constituted to review all appraisals and recommendations made by supervisors. Decisions of the committee were implemented in 2011.

Conference, protocol and logistical support. The unit ensured cost-effective and efficient organisation for all meetings held at the Secretariat or sponsored by FARA elsewhere. Logistical support (flight tickets, transfers, local transportation, immigration and other clearances) was provided. The main meeting of the year was the 5th African Agricultural Science Week and General Assembly held in Ouagadougou in July.

Concluding remarks – challenges and lessons learned: The challenges during the reporting period were:

• Ensuring the logistical arrangements of the FARA General Assembly remained on track and well managed during the meeting while also continuing to provide efficient services to staff and other stakeholders
• Maintaining staff costs within budget and plan while ensuring adequate and continuous human-resources support to all units in planning for 2011. Keeping operational costs within budget and efficient in the wake of rising prices of commodities, fuel and utilities
• Managing the current space to accommodate all staff comfortably and partners and consultants working at the Secretariat for a short term.

Lessons learned:

• Seek some level of support from an event manager in subsequent General Assemblies
• Assist supervisors to track performance of their staff against set objectives and weaknesses observed
• Deploy staff where their skills are needed.

Procurement

Goods procurement: As at 31 December 2010, a total of USD 262,470 worth of goods had been processed. The total amount budgeted for goods in the procurement plan was USD 369,470 by 31 December 2010. Therefore 71 percent of the amount budgeted for in the procurement plan for goods had been processed (supplied, awaiting supply or awaiting no objection received for evaluation). The amount
spent so far is broken down into the various selection methods (Table 2).

There were 16 activities on the procurement plan for goods. Two new activities were added to the plan – namely, the procurement of additional computers for FARA staff (USD 24,000) and the purchasing module for budget management from SunSystems (USD 6000). This resulted in a reduction of the category ‘activities to be started’ from 3 to 1 between 4 September 2009 and 31 December 2010.‘

Selection of consultants: The status of the selection of consultants starting from 4 September 2009 to 31 December 2010 are as follows: 30 consultancies worth USD 256,000 were completed between 4 September 2009 and 31 December 2010, of a total amount of USD 586,100 budgeted for consultancies. This is 43.6 percent of spending of the total amount on the Procurement Plan.

One new consultancy worth USD 9000 was added to the plan, bringing the total number of activities on the plan to 58. The new activity is added to the number of activities to be started. The percentage of completion of activities before the addition and after the addition of the new activity on the procurement plan is shown in Table 3.

Finance

This component of the progress report is divided into two parts. The first part highlights the development-related activities conducted within FARA financial management. The second part is a finance report.

Developments on FARA’s financial management: Based on the AWP, FARA engaged a Senior Financial Controller Consultant for 6 months starting on 15 March 2010 to:

- Review the financial controls, procedures and manuals (Output 1)
- Upgrade the SunSystems with a new budget module and develop budget guidelines (Output 2)
- Undertake risk assessment and report the assessment results (Output 3).

<table>
<thead>
<tr>
<th>Table 2: Breakdown of expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Procurement method</strong></td>
</tr>
<tr>
<td>International competitive bidding (ICB)</td>
</tr>
<tr>
<td>National competitive bidding (NCB)</td>
</tr>
<tr>
<td>International shopping</td>
</tr>
<tr>
<td>National shopping</td>
</tr>
<tr>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Table 3: Completion of activities before and after the addition of the new activity on the procurement plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total of activities</strong></td>
</tr>
<tr>
<td>-------------------------</td>
</tr>
<tr>
<td>Activities at contract stage or beyond</td>
</tr>
<tr>
<td>Activities ongoing</td>
</tr>
<tr>
<td>Activities to be started</td>
</tr>
<tr>
<td>Activities cancelled</td>
</tr>
</tbody>
</table>
Based on the approved work plan of the consultant, he submitted his report, which was circulated by the Executive Director for comments to the management, the Board and development partners. Implementation of the presented recommendations started after management approval was received.

The consultant was appointed as Acting Director of Finance on 15 May. During the second half of the year, the Department of Human Resources, Finance and Administration was split into two and the acting Director of the newly established Finance Unit was appointed to the post starting on 1 October.

The most important success of the year 2010 was to change banking and treasury management practice from pooling of funds to a dedicated bank account system. All projects received their own bank accounts by the year end with respective bank balances. As a result, FARA’s own funds are also now deposited in separate bank accounts.

Upgrading the SunSystems with a budget module started in August. Applying the single source (SS) procurement method, KPMG was selected to supply the SUN budget module and related equipment and services. Installation was conducted jointly with FARA’s project team.

The project was finalised according to plan. This successful project strengthened the Finance Unit considerably by enabling electronic budget monitoring. Finance staff were trained in the latest version, SUN 5.4, enabling more effective use of the system. Some ready-made financial report templates were also designed in the SunSystems itself. This represented a considerable improvement by adding one more reporting tool to the former practice of using only SUN-Vision reports.

The Finance Unit is represented in the SMC, which improved overall coordination. Through regular Finance Unit meetings, communication and transparency increased with regard to financial management.

A risk assessment review was undertaken, which identified resource mobilisation as the highest risk for the future sustainability of FARA. A risk-mitigation plan was drawn up. The most important items in the plan were ministerial dialogue on the funding of FARA’s core activities, a donor meeting with FARA and partners, and a series of roadshows to approach new donors.

**Finance report:** Total revenue during the year amounted to USD 19,612,948, of which Secretariat revenue comprised 25 percent (Table 4). Revenue included overhead income of USD 578,142 and sundry revenue of USD 303,549. Expenditure totalled USD 19,975,985, of which the Secretariat share was nearly 25 percent. Expenditure exceeded revenue, indicating that project implementation speed should be accelerated. Expenses for the FARA General Assembly also explained somewhat higher expenditure levels in relation to revenues compared to the previous year. The year 2010 ended with a fund balance of USD 5,500,521, representing funds for about one quarter of a year at the prevailing level of activities (Table 5). Secretariat funding was provided by MDTF (89 percent) and the rest by GFAR, Centre de coopération international en recherche agronomique pour le développement (CIRAD) and the Brazilian Agricultural Research Corporation (Embrapa).

Time-bound activities (TBAs) were supported by AfDB, CTA, Danida, DFID, EC, FAO, International Crops Research Institute for the Semi-Arid Tropics (ICRISAT), International Fund for Agricultural Development (IFAD), Swiss Agency for Development and Cooperation (SDC), Syngenta Foundation and the World Bank.

This level of operation and funding (USD 19.6 million) would sum up to a total of USD 98 million assuming the same level of activities over a period of 5 years, which is the time span of the ongoing MTOP. This would not be far from the USD 113 million MTOP budget. However, previous years 2008 and 2009, fell short of this targeted MTOP budget level of activities and the remaining 2011 and 2012 MTOP years cannot cover the shortfall (Figure 1). Therefore, 2010 was one of the best MTOP years in terms of achieving high enough level of activities to achieve the set MTOP goals.

Figure 1 shows that the volume of ongoing programmes and projects is declining until new programmes and
new phases of ongoing projects a can be secured with legally binding contracts and secured funding. With these realities in mind and as also highlighted by the risk-assessment review carried out in 2010, an intensified resource-mobilisation effort was started. However, results of these efforts will mature only in 2011–2012. In order to address the funding gap from the expenditure side as well, the Secretariat took some cost-saving measures by considerably cutting staffing costs. This included abolishing two director-level positions. Consensus was also reached to change budgeting of staff costs. This will entail having separate staff budgets for core- and project-funded staff.

Figure 1 shows the income and expenditure over the years 2003 to 2013. It is based on actual for the years 2003 to 2010 as well as the forecast for the years thereafter. The actual MTOP 5-year period 2008-2012 was USD 47 million and the forecast for 2011-2012 was USD 34 million, a total of USD 81 million. Assuming that the forecast for 2011-2012 will materialise against a MTOP budget of USD 113 million, this leaves a gap of USD 32 million.

Audit (external and internal)

External audit: Ernst & Young Co. was selected as FARA’s external auditor for financial years 2009–2011. Their chartered accountants completed the audit for the 2009 financial year and presented their findings to the Board in November 2010. See Output 2 under Component 2.

Internal audit: The internal auditor, who works independently under the Executive Director, reported

Table 4: Breakdown of sources of finance of Secretariat and programmes (USD)

<table>
<thead>
<tr>
<th>Item</th>
<th>Secretariat operations</th>
<th>TBAs</th>
<th>AFAAS/MOTF</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost recovery</td>
<td>578,142</td>
<td></td>
<td>515,004</td>
<td></td>
</tr>
<tr>
<td>EMBRAPA</td>
<td>198,326</td>
<td></td>
<td>4,726,798</td>
<td></td>
</tr>
<tr>
<td>GFAR</td>
<td>26,626</td>
<td></td>
<td>5,062,762</td>
<td></td>
</tr>
<tr>
<td>Interest and sundry</td>
<td>303,548</td>
<td></td>
<td>1,018,139</td>
<td></td>
</tr>
<tr>
<td>MDTF</td>
<td>4,392,882</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>6,273</td>
<td></td>
<td>1,029,517</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>IDRC</td>
<td>68,595</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>SABIMA</td>
<td>500,757</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>SDC</td>
<td>240,000</td>
</tr>
</tbody>
</table>

NB: Figures are pending final audit

Table 5: Summary of income and expenditure for Jan–Dec 2010 (USD)

<table>
<thead>
<tr>
<th>Item</th>
<th>Secretariat operations</th>
<th>TBAs</th>
<th>AFAAS</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>4,927,656</td>
<td>14,170,288</td>
<td>515,004</td>
<td>19,612,948</td>
</tr>
<tr>
<td>Expenditure</td>
<td>4,923,268</td>
<td>14,772,841</td>
<td>279,876</td>
<td>19,975,985</td>
</tr>
<tr>
<td>Surplus (deficit)</td>
<td>4,388</td>
<td>(602,553)</td>
<td>235,128</td>
<td>(363,037)</td>
</tr>
<tr>
<td>Balance from 2009</td>
<td>88,204</td>
<td>5,775,354</td>
<td>0</td>
<td>5,863,558</td>
</tr>
<tr>
<td>Net balance</td>
<td>92,592</td>
<td>5,172,801</td>
<td>235,128</td>
<td>5,500,521</td>
</tr>
</tbody>
</table>

NB: Figures are pending final audit
his findings concerning risk management, financial control and governance procedures quarterly. There was close cooperation between the internal auditor and entire Finance Unit, and his inputs contributed to systematic and disciplined improvements in financial management functions and in mitigating risks.

**Monitoring and evaluation**

**Introduction:** The FARA M&E strategy was developed during the reporting period. The strategic objective of FARA’s M&E system is to enhance FARA’s performance as an apex organisation for ARD in Africa. By tracking and reporting progress on the implementation of activities and achievement of results, and by facilitating lesson learning, the M&E system also enhances accountability to stakeholders. The strategy identifies three key intervention areas:

- Developing integrated performance monitoring systems at national, sub-regional and continental levels
- Improving capacity to manage the integrated performance monitoring
- Measuring and reporting the impact of ARD investments through special initiatives.

Following approval of the strategy, implementation of activities commenced in April 2010. Activities aimed at developing performance monitoring systems and structures were limited to developing a performance monitoring plan (PMP) for the FARA Secretariat and developing and refining the PMP for the projects (both MDTF-supported essential and continuing functions and the TBAs).

Activities aimed at improving performance monitoring capacity focused on identifying capacity gaps and developing strategies for addressing these at sub-regional and country levels, and developing a framework for enhancing dialogue based on objective performance information generated by the M&E system. Only one activity was proposed for measuring and reporting the impact of ARD initiatives: developing an outcome and impact M&E framework for FARA.

**Achievements:**

**Output 1: Appropriate M&E systems established at all levels – developing the performance monitoring plan for FARA Secretariat**

In January 2010, the M&E Specialist facilitated a workshop to review FARA’s corporate results framework, following a recommendation from the 5th FARA Board meeting. Only the indicators were reviewed while the objective statements\(^1\) were left intact. Standard composite indicators were identified

\(^1\) Both the FARA Strategic Plan and MTOP logframes were used for the review.
for each result area – three for Result 2 and two each for Results 1, 3, 4 and 5. To the extent possible, these standard indicators aimed to capture FARA’s performance as a result of implementing essential and ongoing activities, while leaving room for yet-to-be commissioned activities in response to FARA’s mandate.

The FARA-consolidated conceptual framework for tracking the achievement of results was thereafter developed as part of the PMP, following the cascade of logframes as opposed to the onion-skin nesting principle\(^2\) (Table 6). Accordingly, the results/outputs of each NSF were rationalised in line with their core functions and respective strategic plans.\(^3\) Then a set of indicator milestones were developed for each result area – a total of 28 for the five results.

Best-practice guidelines recommend the use of a minimum set of indicators for tracking and reporting performance. Out of the 28 indicator milestones for tracking activities, 12 core indicators were selected for reporting on under the MDTF. Baseline values and annual targets for each of the 12 indicators were populated. The other element of the FARA MTOP that was developed during the reporting period was the guidelines for M&E in FARA. These guidelines define roles and responsibilities for each unit and were incorporated in the FARA Operational Manual.

The other achievements related to this output included supporting the TBAs to review and improve their performance monitoring plans. A review of the SSA CP M&E system together with stakeholders catalysed the documentation of the performance monitoring process.\(^4\) The Results Framework for the Promotion of Science and Technology for Agricultural Development in Africa (PSTAD) project was reviewed and amendments suggested that aimed at better tracking and reporting achievements while maintaining the original project objectives. The SCARDA project faced a number of challenges with its logframe, owing primarily to lack of consensus among stakeholders on the appropriateness of some performance indicators and the temporal scale for the objective hierarchy.\(^5\) The key lessons from SCARDA were the need for a common understanding of what a given intervention is expected to achieve and appreciation of the fact that a logframe is not a performance monitoring plan. Nonetheless, the SCARDA project was able to document significant achievements during the reporting period leading to a positive spinoff, since the SROs were allowed to implement all the outstanding activities after June 2010.

What was planned and not achieved. A consultancy to develop the indicator reference document was shelved. This decision was informed by the need to review the FARA Results Framework further, in order to mainstream gender in all the activities, results and indicators. Once the gender mainstreaming strategy is completed, the M&E Specialist will complete the indicator reference document. The descriptors for the 12 core MDTF output indicators have been prepared.

Output 2: Implementing partners’ capacity for performance monitoring improved

Capacity to manage an effective performance monitoring system was the other main intervention area identified in the FARA M&E strategy. After the M&E strategy validation workshop in February 2010, representatives of the SROs, NARS, RUFORUM and the programme leader of IFPRI’s Advanced Science and Technology Institute (ASTI) stayed behind to develop a roadmap for strengthening M&E capacity of ARD institutions. Both ASARECA and CORAF/WECARD had earmarked specific activities for strengthening M&E capacity in the NARS. The ASTI programme had also developed a data collection and management tool for tracking ARD investments and capacities in the African NARS. It was therefore recommended that an operational plan for monitoring and evaluating CAADP

---

2. Cascade of logframes presumes subsidiarity and diversity in roles and responsibilities, while the onion-skin nesting principle preserves similar roles and responsibilities but varying scale and scope.
3. Previously, each of the five NSFs had five results (MTOP p 62–70).
4. Although the M&E strategy was developed much earlier, it was only published in 2010.
5. FARA M&E strategy defines ‘purpose’ as the medium-term impact or outcome, while some stakeholders expect the purpose to be achieved by the end of the project. Also, FARA recommends that a PMP should capture both the intended and unintended consequences.
Pillar IV initiatives should be developed. Three generic activities were identified:

- Building on the existing systems at national and sub-regional levels, developing an integrated monitoring framework with appropriate indicators for research, extension, education and training
- Developing standard protocols for data collection, management, analysis and reporting at national, sub-regional and continental levels
- Developing capacity of staff and providing the necessary equipment for gathering, analysing and reporting the performance of agricultural research, extension and training.

It was noted that additional resources should be mobilised to support these activities, over and above what the FARA Secretariat, SROs and RUFORUM had earmarked for M&E. Accordingly, ASARECA, FARA, CORAF/WECARD and RUFORUM identified a specific set of activities in line with their existing M&E strategies for additional funding. A final consolidated document is to be produced after consultations with Regional Strategic Analysis and Knowledge Support System (ReSAKSS) during the 7th CAADP PP in March 2011. More importantly, FARA consolidated the capacity-development activities 2.1 and 2.2 in the 2010 M&E work plan and carried them forward to 2011. In this regard, USD 70,000 has been earmarked as seed money for supporting the development of data capture and analytical framework in the 2011 M&E work plan.

The other significant achievement under this output was the development of the CAADP Mutual Accountability Framework (MAF). A working group led by the FARA M&E specialist was set up to develop the CAADP MAF during the 5th CAADP PP in November 2009. The CAADP MAF was validated by stakeholders in August 2010 and then piloted in a number of countries. The CAADP MAF provides a framework for guiding the review dialogue and debate among the CAADP Programme management
partners, with the ultimate objective of providing ongoing incentives for all the partners to deliver on their commitments. Recognising that the CAADP process places a premium on rigorous and objective evidence-based planning, consultation and consensus building in decision making, peer review and learning, the CAADP mutual accountability process provides positive incentives for diverse stakeholders to improve their performance. Objective performance information from a robust M&E system is a prerequisite for a mutual accountability process. Platforms such as the CAADP PP at continental and the joint agricultural-sector reviews at country level should therefore be steered to operate as mutual accountability processes. FARA will continue to support NEPAD Policy Coordinating Agency (NPCA) to establish mutual accountability platforms at country level in 2011. The ultimate objective is to ensure that performance information evokes positive action leading to improved performance.

What was planned and not achieved. Support to SRO M&E capacity development primarily targeted CCARDESA. Owing to the delay in CCARDESA’s establishment, this activity was carried forward to 2011 and better designed to derive synergies with other activities.

Output 3: Outcomes and impacts of selected FARA research and development investments established

Development of the outcome and impact M&E strategy was shelved and plans are under way to conduct a pilot outcome and impact evaluation of one of the FARA projects in 2011. As indicated in the semi-annual reports (January–June and July–December 2010), the MTOP pitches outcome and impacts at the levels of enhancing the use of improved technology knowledge and information, improving agricultural productivity growth, and reducing poverty and hunger. On the other hand, the MDTF project document identifies alignment of African agricultural institutions at the national, regional and continental levels with CAADP Pillar IV and FAAP principles for effective research, extension, and training and education as the project development objective. A number of organisations are already tracking and reporting on poverty, agricultural productivity growth and adoption of improved technologies at global and continental levels (see FARA Semi-annual Progress Report July–December 2010). FARA should therefore take note of these trends. However, FARA should support specific targeted analysis of the impact of ARD initiatives in Africa and report on these. The MDTF indicators should be added to MTOP Result 1 indicators and tracked on an annual basis.

Concluding remarks: Most of the staff at the FARA Secretariat appreciate the role and function of M&E. A strategy for generating objective evidence of performance has been developed for FARA. The NSFs and project staff are encouraged to make effective use of this strategy. Given the role and function of FARA, a different type of framework from the typical project M&E system is required. The cascading of logframes, the concept of standard composite indicators and their application to FARA M&E system have proved to be a challenge to FARA staff and the wider stakeholders. Going forward, it is proposed that a seminar on the design of M&E systems for management and coordination organisations should be held at the FARA Secretariat in order to deepen the application of these concepts.

The year under review was primarily a learning period and with most systems still evolving, the pace of implementation of activities and funds take-up was rather low. It is anticipated that this will improve in 2011. Monitoring being a systematic and continuous gathering and analysis of information on performance, it is critical that FARA adopts robust and objective approaches to M&E. This robust M&E system is only useful when activities are implemented and results generated. Borrowing from an age-old saying from some part of this global village: ‘Weighing a pig does not make it fat’.


7. MTOP Result 1 reads: ‘Appropriate institutional and organisational arrangements for regional agricultural research and development established.’
During the reporting period, good progress was made towards achieving the milestones and objectives described in the work plan. Activities were prioritised using a set of predefined criteria. When possible, online consultations and discussions were used to reduce costs.

FARA has strengthened its linkages and working relationships with the AUC, AU/NPCA, RECs, SROs, AFAAS, NARS, development partners and donors, and increased its participation in CAADP compact-signing ceremonies and roundtables to ensure that the principles of FAAP are incorporated into the investment programmes and plans of countries. As the CAADP process reaches full speed, there is a need for increased human and financial resources to enable FARA to respond to country and regional demands for support for their pre- and post-compact processes.

As the MDTF complements and supports the MTOP, the revised FARA Results Framework will enable FARA to track and report performance as reflected in the proposed arrangements for results-based monitoring under the MDTF. Capacity of staff in the Forum should be developed to ensure effective analysis and reporting of the performance of agricultural research, extension and training.
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>AATF</td>
<td>African Agricultural Technology Foundation</td>
</tr>
<tr>
<td>ABIA</td>
<td>Agricultural Biodiversity Initiative for Africa</td>
</tr>
<tr>
<td>AET</td>
<td>Agricultural education and training</td>
</tr>
<tr>
<td>AFAAS</td>
<td>African Forum for Agricultural Advisory Services</td>
</tr>
<tr>
<td>AfDB</td>
<td>African Development Bank</td>
</tr>
<tr>
<td>AfricaRice</td>
<td>Africa Rice Center</td>
</tr>
<tr>
<td>AGRA</td>
<td>Alliance for a Green Revolution in Africa</td>
</tr>
<tr>
<td>AIIC</td>
<td>Agribusiness Innovation Incubator Consortia</td>
</tr>
<tr>
<td>ANAFE</td>
<td>African Network for Agriculture, Agro-forestry and Natural Resources Education</td>
</tr>
<tr>
<td>ARC</td>
<td>Agricultural Research Council (Sudan)</td>
</tr>
<tr>
<td>ARI</td>
<td>advanced research institution</td>
</tr>
<tr>
<td>ARD</td>
<td>agricultural research and development</td>
</tr>
<tr>
<td>ARM</td>
<td>Agricultural Research Management workshop</td>
</tr>
<tr>
<td>ASARECA</td>
<td>Association for Strengthening Agricultural Research in Eastern and Central Africa</td>
</tr>
<tr>
<td>ASTI</td>
<td>Advanced Science and Technology Institute</td>
</tr>
<tr>
<td>AUC</td>
<td>African Union Commission</td>
</tr>
<tr>
<td>AWP</td>
<td>Annual Work Plan</td>
</tr>
<tr>
<td>AWPB</td>
<td>annual work plan and budget</td>
</tr>
<tr>
<td>BCA</td>
<td>Botswana College of Agriculture</td>
</tr>
<tr>
<td>BIFOSEC-WeCA</td>
<td>Biotechnology for food security in the era of climate change in West and Central Africa</td>
</tr>
<tr>
<td>BLE-ISICAD</td>
<td>Bundesanstalt für Landwirtschaft und Ernährung und International Cooperation and Global Food Security</td>
</tr>
<tr>
<td>CAADP</td>
<td>Comprehensive Africa Agricultural Development Programme</td>
</tr>
<tr>
<td>CCARDESA</td>
<td>Centre for Coordination of Agricultural Research and Development for Southern Africa</td>
</tr>
<tr>
<td>CGRS</td>
<td>Corporate Governance Reform Stream</td>
</tr>
<tr>
<td>CHEA</td>
<td>Conference of Higher Education in Agriculture</td>
</tr>
<tr>
<td>CIDA</td>
<td>Canadian International Development Agency</td>
</tr>
<tr>
<td>CIRAD</td>
<td>Centre de coopération international en recherche agronomique pour le développement</td>
</tr>
<tr>
<td>CMAP</td>
<td>change-management action plan</td>
</tr>
<tr>
<td>CMA/WCA</td>
<td>Conference of Ministers of Agriculture in West and Central Africa</td>
</tr>
<tr>
<td>COMESA</td>
<td>Common Market for Eastern and Southern Africa</td>
</tr>
<tr>
<td>CORAF/WECARD</td>
<td>West and Central African Council for Agricultural Research (Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricole)</td>
</tr>
<tr>
<td>CQS</td>
<td>selection based on consultant’s qualification</td>
</tr>
<tr>
<td>CRP</td>
<td>CGIAR Research Program</td>
</tr>
<tr>
<td>CRST</td>
<td>Core Research Support Team</td>
</tr>
<tr>
<td>CSIR</td>
<td>Council for Scientific and Industrial Research</td>
</tr>
<tr>
<td>CSO</td>
<td>civil society organisation</td>
</tr>
<tr>
<td>CTA</td>
<td>Technical Centre for Agricultural and Rural Cooperation (EU)</td>
</tr>
<tr>
<td>Danida</td>
<td>Denmark’s development cooperation (Ministry of Foreign Affairs of Denmark)</td>
</tr>
<tr>
<td>DFID</td>
<td>Department for International Development (UK)</td>
</tr>
<tr>
<td>DONATA</td>
<td>Dissemination of New Agricultural Technologies in Africa</td>
</tr>
<tr>
<td>Acronym</td>
<td>Full Form</td>
</tr>
<tr>
<td>---------</td>
<td>-----------</td>
</tr>
<tr>
<td>DRC</td>
<td>Democratic Republic of Congo</td>
</tr>
<tr>
<td>EC</td>
<td>European Commission</td>
</tr>
<tr>
<td>ECCAS</td>
<td>Economic Community of Central African States</td>
</tr>
<tr>
<td>ECDPM</td>
<td>European Centre for Development Policy Management</td>
</tr>
<tr>
<td>ECOWAS</td>
<td>Economic Community of West African States</td>
</tr>
<tr>
<td>ERA-ARD</td>
<td>agricultural research for development of the European Research Area</td>
</tr>
<tr>
<td>ERG</td>
<td>expert reference group</td>
</tr>
<tr>
<td>Embrapa</td>
<td>Brazilian Agricultural Research Corporation (Empresa Brasileira de Pesquisa Agropecuária)</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>EUCORD</td>
<td>European Cooperative for Rural Development</td>
</tr>
<tr>
<td>FAAP</td>
<td>Framework for African Agricultural Productivity</td>
</tr>
<tr>
<td>FAO</td>
<td>Food and Agriculture Organisation of the United Nations</td>
</tr>
<tr>
<td>FARA</td>
<td>Forum for Agricultural Research in Africa</td>
</tr>
<tr>
<td>FDA</td>
<td>Foundation for Democracy in Africa</td>
</tr>
<tr>
<td>GCARD</td>
<td>Global Conference on Agricultural Research and Development</td>
</tr>
<tr>
<td>GFAR</td>
<td>Global Fund for Agricultural Research</td>
</tr>
<tr>
<td>GPS</td>
<td>global positioning system</td>
</tr>
<tr>
<td>HRIS</td>
<td>Human Resources Information System</td>
</tr>
<tr>
<td>IAALD</td>
<td>International Association of Agricultural Information Specialists</td>
</tr>
<tr>
<td>IAR4D</td>
<td>integrated agricultural research for development</td>
</tr>
<tr>
<td>IARC</td>
<td>international agricultural research centre</td>
</tr>
<tr>
<td>IC</td>
<td>individual consultant</td>
</tr>
<tr>
<td>ICB</td>
<td>international competitive bidding</td>
</tr>
<tr>
<td>ICRISAT</td>
<td>International Crops Research Institute for the Semi-Arid Tropics</td>
</tr>
<tr>
<td>ICT</td>
<td>information and communications technology</td>
</tr>
<tr>
<td>IDRC</td>
<td>International Development Research Centre</td>
</tr>
<tr>
<td>IER</td>
<td>Institute d’économie rural (Mali)</td>
</tr>
<tr>
<td>IFAD</td>
<td>International Fund for Agricultural Development</td>
</tr>
<tr>
<td>IFPRI</td>
<td>International Food Policy Research Institute</td>
</tr>
<tr>
<td>IGC</td>
<td>Independent Grants Committee</td>
</tr>
<tr>
<td>IP</td>
<td>investment plan; innovation platform</td>
</tr>
<tr>
<td>IPPC</td>
<td>integrated pollution prevention and control</td>
</tr>
<tr>
<td>IPSAS</td>
<td>International Public Sector Accounting Standards</td>
</tr>
<tr>
<td>IPTA</td>
<td>innovation platform for technology adoption</td>
</tr>
<tr>
<td>KARI</td>
<td>Kenya Agricultural Research Institute</td>
</tr>
<tr>
<td>KM</td>
<td>knowledge management</td>
</tr>
<tr>
<td>LCS</td>
<td>least cost selection</td>
</tr>
<tr>
<td>M&amp;E</td>
<td>monitoring and evaluation</td>
</tr>
<tr>
<td>MAF</td>
<td>Mutual Accountability Framework (CAADP)</td>
</tr>
<tr>
<td>MDAs</td>
<td>ministries, departments and agencies</td>
</tr>
<tr>
<td>MDTF</td>
<td>Multi-Donor Trust Fund</td>
</tr>
<tr>
<td>MoU</td>
<td>memorandum of understanding</td>
</tr>
<tr>
<td>MSc</td>
<td>Master of Science (postgraduate degree)</td>
</tr>
<tr>
<td>MTOP</td>
<td>Medium-Term Operational Plan</td>
</tr>
<tr>
<td>n/a</td>
<td>not available</td>
</tr>
<tr>
<td>NARI</td>
<td>national agricultural research institute</td>
</tr>
<tr>
<td>NARS</td>
<td>national agricultural research system(s)</td>
</tr>
<tr>
<td>NASRO</td>
<td>North African Sub-Regional Organisation</td>
</tr>
<tr>
<td>Acronym</td>
<td>Description</td>
</tr>
<tr>
<td>---------</td>
<td>-------------</td>
</tr>
<tr>
<td>NCB</td>
<td>national competitive bidding</td>
</tr>
<tr>
<td>NEPAD</td>
<td>New Partnership for Africa’s Development</td>
</tr>
<tr>
<td>NPCA</td>
<td>NEPAD Planning and Coordinating Agency</td>
</tr>
<tr>
<td>NSF</td>
<td>Networking Support Function (FARA)</td>
</tr>
<tr>
<td>NUL</td>
<td>National University of Lesotho</td>
</tr>
<tr>
<td>OP</td>
<td>operational plan</td>
</tr>
<tr>
<td>PAFFO</td>
<td>Pan-African Farmers’ Forum</td>
</tr>
<tr>
<td>PAEPARD</td>
<td>Platform for African–European Partnership on Agricultural Research for Development</td>
</tr>
<tr>
<td>PanAAC</td>
<td>Pan African Agribusiness and Agro Industry Consortium</td>
</tr>
<tr>
<td>PMP</td>
<td>performance monitoring plan</td>
</tr>
<tr>
<td>PMT</td>
<td>project management team</td>
</tr>
<tr>
<td>PP</td>
<td>Procurement Plan (CAADP)</td>
</tr>
<tr>
<td>PSTAD</td>
<td>Promotion of Science and Technology for Agricultural Development in Africa</td>
</tr>
<tr>
<td>QCBS</td>
<td>quality and cost-based selection</td>
</tr>
<tr>
<td>QPM</td>
<td>quality protein maize</td>
</tr>
<tr>
<td>RAFT</td>
<td>Regional Agricultural Forum for Training</td>
</tr>
<tr>
<td>RAILS</td>
<td>Regional Agricultural Information and Learning System</td>
</tr>
<tr>
<td>REC</td>
<td>regional economic community</td>
</tr>
<tr>
<td>ReSAKSS</td>
<td>Regional Strategic Analysis and Knowledge Support System</td>
</tr>
<tr>
<td>RIU</td>
<td>Research Into Use</td>
</tr>
<tr>
<td>RPMII</td>
<td>Regional Policies and Markets Intelligence Information (FARA)</td>
</tr>
<tr>
<td>RUFORUM</td>
<td>Regional Universities Forum for Capacity Building in Agriculture</td>
</tr>
<tr>
<td>S&amp;OP</td>
<td>Strategy and Operational Plan (CAADP Pillar IV)</td>
</tr>
<tr>
<td>SABIMA</td>
<td>Strengthening Capacity for Safe Biotechnology Management in sub-Saharan Africa</td>
</tr>
<tr>
<td>SADC</td>
<td>Southern African Development Community</td>
</tr>
<tr>
<td>SADC/FANR</td>
<td>Southern African Development Community – Food, Agriculture and Natural Resources Directorate</td>
</tr>
<tr>
<td>SAIIL</td>
<td>South African Institute of International Affairs</td>
</tr>
<tr>
<td>SARFA</td>
<td>Strategy for Agricultural and Rural Finance in Africa</td>
</tr>
<tr>
<td>SCARDA</td>
<td>Strengthening Capacity for Agricultural Research and Development in Africa</td>
</tr>
<tr>
<td>SDC</td>
<td>Swiss Agency for Development and Cooperation</td>
</tr>
<tr>
<td>SLARI</td>
<td>Sierra Leone Agricultural Research Institute</td>
</tr>
<tr>
<td>SMC</td>
<td>Secretariat Management Committee</td>
</tr>
<tr>
<td>SMS</td>
<td>short message service</td>
</tr>
<tr>
<td>SPS</td>
<td>sanitary and phytosanitary</td>
</tr>
<tr>
<td>SRO</td>
<td>sub-regional organisation</td>
</tr>
<tr>
<td>SS</td>
<td>single source</td>
</tr>
<tr>
<td>SSA</td>
<td>sub-Saharan Africa</td>
</tr>
<tr>
<td>SSA CP</td>
<td>Sub-Saharan Africa Challenge Programme</td>
</tr>
<tr>
<td>TBA</td>
<td>time-bound activity</td>
</tr>
<tr>
<td>TOR</td>
<td>terms of reference</td>
</tr>
<tr>
<td>UniBRAIN</td>
<td>Universities, Business and Research in Agricultural Innovation</td>
</tr>
<tr>
<td>UNZA</td>
<td>University of Zambia</td>
</tr>
<tr>
<td>WAAPP</td>
<td>West Africa Agriculture Productivity Program</td>
</tr>
<tr>
<td>WB</td>
<td>World Bank</td>
</tr>
<tr>
<td>WEMA</td>
<td>Water Efficient Maize for Africa (AATF project)</td>
</tr>
<tr>
<td>WTO</td>
<td>World Trade Organization</td>
</tr>
<tr>
<td>ZAR4DIN</td>
<td>Zambia Agricultural Research for Development Information Network</td>
</tr>
</tbody>
</table>
About FARA

FARA is the Forum for Agricultural Research in Africa, the apex organization bringing together and forming coalitions of major stakeholders in agricultural research and development in Africa.

FARA is the technical arm of the African Union Commission (AUC) on rural economy and agricultural development and the lead agency of the AU’s New Partnership for Africa’s Development (NEPAD) to implement the fourth pillar of the Comprehensive African Agricultural Development Programme (CAADP), involving agricultural research, technology dissemination and uptake.

**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 by supporting Africa’s sub-regional organizations (SROs) in strengthening capacity for agricultural innovation.

**FARA’s Value Proposition:** to provide a strategic platform to foster continental and global networking that reinforces the capacities of Africa’s national agricultural research systems and sub-regional organizations.

FARA will make this contribution by achieving its *Specific Objective* of sustainable improvements to broad-based agricultural productivity, competitiveness and markets.

Key to this is the delivery of five *Results*, which respond to the priorities expressed by FARA’s clients. These are:

1. Establishment of appropriate institutional and organizational arrangements for regional agricultural research and development.
2. Broad-based stakeholders provided access to the knowledge and technology necessary for innovation.
3. Development of strategic decision-making options for policy, institutions and markets.
4. Development of human and institutional capacity for innovation.
5. Support provided for platforms for agricultural innovation.

FARA will deliver these results by supporting the SROs through these Networking Support Functions (NSFs):

- Advocacy and policy
- Access to knowledge and technologies
- Capacity strengthening
- Partnerships and strategic alliances

FARA’s donors are the African Development Bank (AfDB), the Canadian International Development Agency (CIDA), the Centre de Coopération Internationale en Recherche Agronomique pour le Développement (CIRAD), the Danish International Development Agency (DANIDA), the Department for International Development (DFID), the European Commission (EC), the International Development Research Centre (IDRC), the Syngenta Foundation, the United States Department of Agriculture (USDA), the World Bank and the Governments of Italy and the Netherlands.