Annual Report 2014
Shaping the Future of African Agriculture Through Science and Innovation
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Foreword

FARA is having a growing impact in Africa. Nothing demonstrates that more clearly than the results of our work in 2014.

As the year progressed, FARA evolved – renewing, repositioning and refocusing itself so as to strengthen its contribution to the continent’s agriculture-led economic growth. Working with great partners, we embarked on a re-structuring and re-branding exercise with the aim of strengthening our visibility, relevance and impact.

The year 2014 was rightly declared by African Heads of States and Governments to be the Year of Agriculture and Food Security in Africa. It marked the 10th anniversary of the adoption of the Comprehensive African Agriculture Development Programme (CAADP) by the African Union (AU) and the New Partnership for Africa’s Development (NEPAD). It also marked the AU’s adoption of the Malabo Declaration on Accelerated African Agricultural Growth and Transformation (3AGT).

This report highlights our main achievements during the year. In collaboration with our partners, we developed the Science Agenda for Agriculture in Africa (S3A), which was adopted by the Conference of African Ministers of Agriculture (CAMA) on 2 May. In June, at the AU’s 23rd Ordinary Session in Malabo, the S3A was endorsed by Heads of States and Governments as the continental framework that will guide the science required to propel the region’s agricultural development. As an integral part of Africa’s Science, Technology and Innovation Strategy (STISA), S3A is a comprehensive description of the science and associated services that Africa needs to sustain the momentum of CAADP over the next decade.

For us, it was also a year of celebration – our 15th since foundation. This moment in our history allowed us to reflect on our past achievements, draw lessons from our experiences and think about the future we want for Africa. The FARA@15 event provided a great opportunity for networking and the exchange of knowledge. We used the occasion to launch a number of flagship initiatives and products, including the new FARA website (www.faraafrica.org) and logo, the African Academy of Agricultural Science and Technology (AAAST), the African Agribusiness Incubation Network (AAIN), the S3A initiative, and a book and video on Shaping Africa’s Future through Agricultural Research for Development.

Many of our activities during the year brought new attention to bear on the importance of agricultural science for accelerating economic development in Africa. Far from becoming yet another “agenda on the shelf”, the key messages of S3A found their way into global events. There is increased international awareness that, without agriculture, economic transformation in Africa will be in jeopardy; and that, without science, progress in agriculture will be painfully slow.

In this report we offer, besides a taste of FARA’s work in 2014, some hints about the fascinating challenges that await us in 2015 and beyond. We know our work is far from over. And for that reason we all demand of ourselves great achievements in 2015: a roadmap for 3SA; the rapid spread of agricultural research for development (AR4D); a big increase in the number of empowered farmers, especially women farmers; greater wealth and more job creation for rural people, especially the young; more innovation platforms and agribusiness start-ups; more climate-smart practices and policies; and updated agricultural productivity data.

The foundations for these future achievements can all be seen in this report, which we invite you to savour. We believe it will speak to you of the talent and commitment
of FARA’s staff, and of their contribution to Africa’s future through science-led agricultural transformation.

We are deeply grateful to the investors, partners and stakeholders who have contributed to our achievements in 2014. In truth, they are not our achievements but yours. We welcome your suggestions and support as we look forward with optimism to our further work together, “Innovating for Africa’s wellbeing”.

Charity Kruger  
FARA Chairperson

Yemi Akinbamijo  
Executive Director
About FARA

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The FARA Secretariat gratefully acknowledges the support and participation of its stakeholders in 2014. Our stakeholders include sub-regional research organizations, national governments, national agricultural research organizations and systems, universities, policy networks, civil society actors – farmers, non-government organizations (NGOs) and private-sector companies and entrepreneurs –, service providers, extension services, advanced research institutions, and international agricultural research centres.

The Secretariat also gratefully recognizes the contributions made by FARA’s development partners in financing its activities: the African Development Bank (AfDB), the Bill & Melinda Gates Foundation, Germany’s Federal Ministry for Economic Cooperation and Development (BMZ)/University of Bonn, the Danish International Development Agency (DANIDA), the European Commission (EC), Nigeria’s Federal Ministry of Agricultural and Rural Development (FMARD), the International Fund for Agricultural Development (IFAD), and the Norwegian Agency for Development Cooperation (NORAD).

In addition, we acknowledge with thanks the financial contributions made by FARA’s technical partners: the International Institute of Tropical Agriculture (IITA), the Australian Centre for International Agricultural Research (ACIAR), and the Global Forum for Agricultural Research (GFAR).

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

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

Finally, the Secretariat thanks its own staff for their dedicated efforts in coordinating and facilitating the activities reported here.
Africa’s science agenda: deepening buy-in and ownership

Africa is rising – with an agenda! And that agenda is all about science for agriculture.

As the economic mainstay for nearly all her countries, Africa’s agricultural development is crucial for her overall economic growth. However, there is no denying that the continent’s agricultural sector is underperforming at present. This is due in large part to the underuse of science to address agricultural challenges – both the challenges we have now, and those of tomorrow.

Africa takes charge
The role of science in enhancing agricultural productivity, competitiveness and market access is too important for it to be outsourced. Thus, African leaders have resolved to take charge of the science needed to transform agriculture by supporting the development of the Science Agenda for Agriculture in Africa (S3A). The S3A moniker is shorthand for the science, technology, innovations, extension, policies and social learning that Africa needs to apply in order to meet its evolving agricultural development goals.

The vision of S3A is that “By 2030 Africa is food and nutrition secure, a global scientific player, and the world’s food basket”. This vision resonates with and contributes to the AU Agenda 2024 – Science, Technology and Innovation Strategy for Africa (STISA). It also answers to the far-sighted AU Agenda 2063, which is about “developing the Africa we want”.

In 2014, the main activities were finalization of the S3A foundation and companion documents, deepening of political buy-in and promotion of stakeholder ownership. The key milestones were:

- The science agenda was presented at the Africa Union Joint Conference of Ministers of Agriculture, Rural Development, Fisheries and Aquaculture, held in Addis Ababa, Ethiopia in April. A synthesis paper developed by a consultative roundtable was also presented for discussion at the conference. The ministerial conference afforded FARA an
Figure 1. Institutional arrangements for S3A

The S3A Oversight Group

- African Union Commission (AUC)
- NEPAD Planning and Coordinating Agency (NPCA)
- FARA Secretariat
- Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA)
- Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA)
- Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles/ West and Central African Council for Agricultural Research and Development (CORAF/WECARD)
- North Africa Sub-Regional Organisation (NASRO)
- Regional Universities Forum for Capacity Building in Agriculture (RUFORUM)
- African Network for Agriculture, Agro-forestry and Natural Resources Education (ANAFE)

- Tertiary Education for Agriculture Mechanism (TEAM-Africa)
- African Forum for Agricultural Advisory Services (AFAAS)
- Pan African Farmers Forum (PAFFO)
- Pan African Agribusiness Consortium (PanAAC)
- Pan Africa Non-Governmental Organization Consortium (PANGOC)
- Secretariats of the regional economic communities
- CGIAR Consortium
- World Bank
- International Fund for Agricultural Development (IFAD).
opportunity to further deepen political buy-in and stakeholder ownership of the agenda at the country and regional levels

- Ministers at the conference identified a set of composite indicators or a “Frontline Dashboard” of key changes and desired impacts, to be achieved by 2024. This will allow for higher level tracking of progress and performance at both political and technical levels

- The science agenda was presented to the AUC for endorsement and ratified at the Africa Union Heads of State summit, held in June in Malabo, Equatorial Guinea

- The Oversight Group and key stakeholders met on the 16 November to consider the implementation strategy

- On 26 and 27 November, key stakeholders met in Johannesburg, South Africa, to deliberate on the implementation strategy and transition plan. This culminated in the formal launch of the S3A foundation document on 28 November.

Launching of the science agenda book in South Africa during the Celebrating FARA event
Visioning and strategic analysis: a year of impact

FARA’s Visioning and Strategic Analysis priority (SP1) contributes to the forum’s mandate to strengthen Africa’s capacity for agricultural innovation and transformation by envisioning its strategic direction, integrating its capacities for change and creating an enabling policy environment. Our activities under this priority concentrate on helping FARA’s various constituents to determine the future of African agriculture by: exploiting opportunities in agribusiness, trade and markets; taking best advantage of emerging sciences, technologies and risk mitigation practices; and harnessing the combined strengths of public and private stakeholders.

In 2014, we achieved results in two key areas, namely:

- Facilitation of functional platforms and partnerships for agricultural innovation and trade among African stakeholders
- Fostering of high-level stakeholder ownership of gender-disaggregated evidence-based information and gender-sensitive policy recommendations.

Results in the first key area were delivered through various ongoing projects coordinated by the FARA Secretariat, while those in the second concerned strategic initiatives on foresight and sustainable intensification.

IAR4D: from proof of concept to scaling up

The Sub-Saharan Africa Challenge Programme (SSA CP) completed its documentation of proof of concept of international agricultural research for development (IAR4D). The four documents that comprise this were launched at continental level during the FARA–Africa Union CAADP meeting in Durban, South Africa, and at the 2014 General Assemblies of the Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles/West and Central African Council for Agricultural Research and Development (CORAF/WECARD) and the Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA), held in Niamey and Gaborone respectively. The documents were also launched in Europe during a workshop organized by the European Commission (EC) following the 12th CGIAR Fund Council meeting in Brussels, Belgium. They have since been widely disseminated among AR4D stakeholders.

The documents include a number of references to peer-reviewed studies that should greatly encourage the increased adoption of IAR4D by stakeholders in Africa and beyond. Excerpts from the documents indicate that the average annual income of individuals who participated in the IAR4D innovation platform was US$1,362.72. This is equivalent to US$3.73/day, compared to a baseline of US$588.44 or US$1.61/day – an increase of 231%. The superiority of IAR4D over conventional R&D approaches was also reflected in the income of participating women, which increased by 326%. Food security improved by 324%, wealth distribution by 5% and household income by 232%. Income inequality (as measured using the Gini coefficient) fell by 6%, while the value of productive assets held by participating individuals and households also increased over that of participants using the conventional approach. An economic surplus model indicated a reach in excess of 10 million stakeholders across the continent by 2011, when the data were collected. By 2015, this may well have increased substantially.

FARA continued to support implementation of the Humidtropics programme, one of the new CGIAR
research programmes (CRPs). The innovation platform piloted at the SSA CP’s Lake Kivu site was mainstreamed as part of Humidtropics. FARA is also contributing to the establishment of flagship projects in the programme’s West Africa Action area. FARA organized four training courses on IAR4D for participants in the Humidtropics programme and helped to establish 11 additional innovation platforms with different stakeholders. These activities demonstrate the potential of effective partnerships between FARA and CGIAR to foster the integration of African agricultural research, in contrast to its past fragmentation. The SSA CP trained 273 AR4D stakeholders as trainers, so as to accelerate application of the approach, while 13 new innovation platforms were established as part of the scaling up effort. The new platforms will focus on livestock and aquaculture.

The new phase of PAEPARD introduces the Users-Led Process (ULP) to AR4D, an approach that ensures that research questions are not developed in the traditional top-down fashion but rather in a participatory fashion. This should increase the adoption of new technologies. The process begins with the identification of so-called “federating” themes – themes agreed by all stakeholders – then moves into desk review, which will be followed by multi-stakeholder workshops to develop research questions and proposals.

The ULP has aided the success of two consortia in winning research support from the Agricultural Research Fund (ARF) of the Government of the Netherlands. The projects supported are on Irish potato seed systems in Burundi and marketing of indigenous vegetables in Kenya.

PAEPARD facilitated FARA support for its Citrus Consortium in setting up an innovation platform to address the profitability of citrus in Ghana. The SSA CP provided the training and funds to establish this platform, which will tackle the menace of Angular Leaf Spot disease and its vector White Fly. Together these lead to losses of over 60% in citrus yields and profitability and rob the country of about US$850 million that should be realized from citrus exports. The platform has generated a policy brief requesting legislation to require all citrus farmers to apply the available integrated control techniques at the same time, so as to reduce the pest and pathogen load and eliminate the disease in a few years. Platform representatives are lobbying relevant policy makers and bodies to press the policy through parliament.

PAEPARD has also provided funding to four consortia for their research activities. Each consortium received up to € 250,000 for activities including: soil improvement through the use of Trichoderma fungi in Burkina Faso; testing of re-engineered soybean “Afitin” and soybean...
milk processing technologies in South and Central Benin; stemming pre- and post-harvest waste caused by aflatoxin in the groundnut value chain in Malawi and Zambia; and enhancing nutrition security and incomes by adding value to indigenous vegetables in East and Central Uganda. Each consortium is embracing the ULP to generate demand-led innovations that will benefit large numbers of stakeholders. FARA also worked through PAEPARD to enhance stakeholders’ capacity to innovate: needs in 19 consortia were assessed and training packages will be administered to address the gaps.

In 2014 PAEPARD developed a new communication strategy to enhance its reach among AR4D stakeholders. The project also organized a working session to develop a framework for communication between research and non-research actors. This is expected to enhance smooth partnership and the delivery of impact from AR4D activities.

**Doubling rice production: we’re getting there**

FARA’s participation in the Coalition for African Rice Development (CARD) has aided progress towards the coalition’s objective: to double the production of rice in Africa in a decade (2008–2018). Currently, the rice produced in Africa has increased by 60% over the baseline of 16 million metric tonnes in 2008. CARD’s work in the 22 countries where it is operating has contributed significantly to this achievement. FARA’s contribution has been to the steering of CARD’s activities.

Among FARA’s activities was the facilitation of a stakeholders’ consultation to develop ways forward for the mechanization of rice production in Africa. Using rice as an entry point, a virtual platform for stakeholders’ interactions on mechanization in general was established. Over 200 experts, including private-sector partners, are interacting on this platform, where over 1,200 exchanges were recently recorded.

FARA also facilitated the brokerage of South–South partnerships between Africa, Brazil and Thailand on the exchange of knowledge and technologies with the potential to aid mechanization. A synthesis report on the issues associated with mechanization will be published shortly.

**Innovations cross the Atlantic**

The Africa–Brazil Innovation Marketplace made significant progress in 2014. The 10 projects supported thus far completed their project cycles and were seen to have turned out impressive technologies and inventions.

The programme organized its annual marketplace forum in April in Brasilia, where lessons were shared and technologies displayed. The forum also developed the mechanisms and options for scaling up the research outputs, endorsing the use of IAR4D for this purpose. The Bill & Melinda Gates Foundation has provided US$7 million for scaling up and out. The foundation will also support research on 36 new proposals that were selected for funding.

**Technology dissemination accelerates**

The Dissemination of New Agricultural Technologies in Africa (DONATA) project increased the number of its innovation platforms in 2014, bringing the total to 160. The project is promoting quality protein maize (QPM) and orange-fleshed sweet potato in Eastern and Central Africa. Some 353 tonnes of QPM seeds were produced and distributed by ASARECA. The direct beneficiaries of this initiative number over 120,000. Training courses were organized on improved agricultural practices for over 13,000 farmers (6,700 men and 6,400 women) associated with the different platforms. This activity has led to the development of a number of commercial
seed and processing enterprises, bringing to fruition our desire to turn African smallholders into successful entrepreneurs.

DONATA’s capacity development efforts also yielded valuable outcomes in 2014. Three MSc graduates trained under the project have completed their studies and returned to their national institutes to assume higher responsibilities and contribute more strongly to research outputs.

**Foresight: towards a community of practice**

Among the activities that delivered results in the second key area was the establishment of the African Chapter of the Foresight Academy of the Global Forum for Agricultural Research (GFAR). The chapter was conceived as a community of practice for foresight work in Africa. Establishing the community is a gradual process that will require substantial capacity development among African AR4D stakeholders, so that these are better able to undertake the studies needed to inform future policies and activities.

In 2014, the FARA Secretariat embarked on the initial identification of experts for the community and established the platform for their interaction. Pilot studies on the priority issues jointly identified by stakeholders are planned for 2015.

**Pathways to sustainable agricultural intensification**

Other activities to deliver results in the second key area included our participation in the development of the ProIntensAfrica project with key AR4D organizations in Europe. The goal of ProIntensAfrica is to explore the concept of sustainable agricultural intensification.

The project, which will harness outputs from the S3A initiative, seeks to foster effective exchange of scientific knowledge between European and African stakeholders with the aim of developing suitable agricultural intensification pathways for different agro-ecologies. FARA led the participation of African stakeholders in developing the project, which will develop the partnership arrangements required to establish a long-term programme for sustainable agricultural intensification in both Europe and Africa. The European Commission provided funding for the 2-year inception programme, which engages 23 organizations (8 from Africa and 15 from Europe).

The expected output is a bankable project proposal that will target EU Article 185 funding as well as other sources of support.
Putting the brainpower into agribusiness

For FARA’s programme on Universities, Business and Research in Agricultural Innovation (UniBRAIN), 2014 was the penultimate year of implementation under the current funding arrangement with the Danish International Development Agency (DANIDA). Hence the focus was on consolidation of the gains made thus far and on the scaling up of activities to ensure optimal benefits from the programme. This was also a year to plan ahead for UniBRAIN’s existence beyond DANIDA funding.

The programme focused on three outputs, namely:

- Commercialization of agribusiness innovations
- Equipping universities to produce entrepreneurial agribusiness graduates, and
- Scaling up of UniBRAIN’s outputs and experiences.

The business of agriculture: wealth creation

UniBRAIN has seven implementing partners and works through six Agribusiness Innovation Incubation Consortia (AIICs) in Ghana, Kenya, Mali, Uganda (which has two AIICs) and Zambia. Four of the six AIICs formally launched their operations in 2014 at colourful ceremonies attended by representatives from FARA, national governments and the private sector. The other two will launch in 2015.

The AIICs work on various value chains, including coffee and banana in Uganda, sorghum in Kenya, livestock in Ghana, horticulture in Zambia and non-timber forestry products and cereals in Mali. They have achieved the following results:

- A total of 138 start-up businesses have been incubated and have begun trading, thereby creating jobs and wealth (see box for an example)
- Some 44 technologies from research organizations and universities have been adopted and marketed by the private sector (see box for a few examples)
- Over 10,000 jobs have been created, either directly or indirectly, by incubators, start-ups and small to medium-sized enterprises (SMEs)
- About 9000 households have been linked to incubation activities as suppliers of raw materials and inputs.
The next generation of entrepreneurs
Activities to equip universities to turn out graduates with a flair for agribusiness have been as follows:

• More than 850 students have been linked to incubation activities through internships and industrial attachments; and

• An agribusiness education curriculum framework has been developed and is now being piloted in over 45 African institutions of higher learning. The framework covers certificates to BSc and PhD levels.

Towards a sustainable business
According to its programme document, UniBRAIN is to evolve into an independent business, a subsidiary of FARA. Steps towards this end were taken in 2013, with the formation of the African Agribusiness Incubator Network (AAIN). In 2014 the AAIN Steering Committee and advisory body were commissioned during the FARA@15 celebrations. The Steering Committee will act as needed to establish the AAIN as an independent business that will take over the activities of the current UniBRAIN Facility after 2015.

Apart from the creation of the AAIN, UniBRAIN’s 2014 activities included sustainability planning at both incubator and facility level. Following the success of the model and demands for its replication in other countries, UniBRAIN plans to scale up across the continent. The facility is pursuing a two-pronged approach to the achievement of long-term sustainability. First, further grant funding will be necessary to launch in other African countries. Second, a revolving fund will be instituted and replenished through the provision of services to incubators on a cost recovery basis.

To these ends, UniBRAIN began the development of several funding proposals, including one for the African Agricultural Incubation Programme. Others will be tabled at various country offices of the Alliance for a Green Revolution in Africa (AGRA), which is a prospective donor to the programme.

A new start: Gonja Meat Products
Registered in 2004, Gonja Meat Products slaughters, processes and packages meat products for sale in the Kumasi metropolis of South Ghana. In 2012 the company almost went out of business due to financial and operational problems.

The company approached Ghana’s AIIC with a business plan and, after evaluation, the AIIC agreed to provide support for refurbishing its processing facilities and re-equipment its abattoir, including the restoration of cold room facilities.

Gonja Meat Products now employs 80 workers, including 66 women on a permanent basis and an average of 22 casual workers per day. Increased operations have raised the incomes not just of the company and its employees but also of farmers, feed and input suppliers and other actors along the value chain.

Technologies taken to market
Here are a few examples of technologies successfully marketed by private-sector companies incubated by UniBRAIN:

• Vacuum sealing of cooking bananas for long shelf life
• Production of coffee liqueur from coffee beans
• Greenhouse technology for use in horticulture
• Indigenous micro-organism technology for livestock (to prevent foul odours and improve feed conversion)
• Shea butter extraction from shea nut.
Celebrating FARA

In November 2014, the FARA Secretariat joined with its partners to celebrate 15 years of FARA’s existence.

Under the headline theme, Delivering Africa’s Future Through Science-led Agricultural Transformation, the FARA@15 event brought together over 600 participants from agricultural research and development organizations across the region, including those of CGIAR, national agricultural research institutes and the sub-regional research organizations that are part of FARA.

It was an occasion that signified FARA’s coming of age and the long way it had come from its origins in the World Bank’s Special Program for African Agricultural Research (SPAAR). The event provided an opportunity to review the progress made at country, sub-regional and continental levels, to draw lessons from our experiences and to come up with ideas that will lead to enhanced performance and impact over the next decade.

The week-long celebrations allowed us to assess FARA’s achievements and chart its future strategic focus; to enhance the visibility of FARA and strengthen its partnerships with stakeholders; to unveil the organization’s new corporate identity; and to showcase Africa’s agricultural science, technologies and innovations through a joint FARA- and CGIAR-led Agricultural Technology Fair and a series of side-events.

Flagship initiatives

The celebrations also provided the occasion to launch a number of flagship initiatives, including the Science Agenda for Agriculture in Africa (S3A) initiative; a book and video documentary on FARA: Shaping Africa’s Future through Agricultural Research for Development; and the Secretariat’s new Strategic Plan (2014–2018). Last but not least, the event saw the official launch of the African Academy of Agricultural Science and Technology (AAAST) and the Journal of the African Academy of Agricultural Science and Technology (JAAAST) in front of a large audience of stakeholders.

FARA@15 recognized and appreciated the efforts of the Secretariat, the sub-regional organizations and other forum members in strengthening Africa’s agricultural information, knowledge and innovation systems. The celebration enabled the Secretariat and the entire forum to reflect on past achievements and on the kind of future we want for Africa. The renewing, repositioning and refocusing of FARA (the FARA-3R platform) was the event’s central theme. Building on the efforts of FARA’s founding fathers and immediate past leadership, this theme enabled us to reflect on
how well we have served our stakeholders and how we can work together better in future towards our common aim: the transformation of African agriculture.

An illustrious cast
Keynote speeches were given by several high-level dignitaries, listed in the box below. Other dignitaries present are also listed.

Dignitaries present at FARA@15
Keynote speeches were given by:

- H.E. Mrs. Rhoda Peace Tumusiime, Commissioner for Rural Economy and Agriculture of the African Union Commission (AUC)
- H.E. Dr. Kanayo Nwanze, President of the International Fund for Agricultural Development (IFAD)
- Prof. Calestous Juma of the Belfer Center for Science and International Affairs, Harvard Kennedy School, Harvard University

Also present were:

- Dr. Asanne Mayaki, Chief Executive of the NEPAD Planning and Coordinating Agency (NPCA)
- Hon. Dr. Adesina Akinwumi, Minister of Agriculture and Rural Development of the Federal Republic of Nigeria
- Dr. Charity Kruger, Chairperson of the FARA Board of Directors
- Dr. Yemi Akinbamijo, Executive Director of FARA
- Dr. Jimmy Smith, Director General of the International Livestock Research Institute (ILRI), representing the CGIAR Consortium
- Dr. David Radcliffe, representing the European Commission (EC)
- Dr. Shadrack Moephuli, Director General of the Agricultural Research Council (ARC) of South Africa.

A full timetable
Through the Open Space Agricultural Technology Fair organized by FARA and CGIAR, a series of exhibitions were held to showcase the work and achievements of our partners. The box below lists the exhibitors.

Exhibitors at the Open Space Agricultural Technology Fair
- African Agricultural Technology Foundation (AATF)
- Alliance for a Green Revolution in Africa (AGRA)
- Agricultural Research Council (ARC) of South Africa
- Centre for the Coordination of Agricultural Research for Development in Southern Africa (CCARDESA)
- Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles/West and Central African Council for Agricultural Research and Development (CORAF/WECARD)
- Cuban pharmaceutical entrepreneurial group
- FARA Secretariat
- Kenya Agricultural and Livestock Research Organization (KALRO)
- Regional Universities Forum for Capacity Building in Agriculture (RUFORUM)
- Various CGIAR centres and programmes

A total of 20 side-events were also organized by the FARA Secretariat and these partner organizations. Details can be found on the FARA website, www.faraafrica.org.
FARA re-branded

Following the adoption of a new strategic plan and the appointment of a new leader, FARA has entered into a new phase of its evolution. In 2014 we undertook a re-branding exercise in order to reflect this new departure – and to reposition our organization within the ever-changing institutional landscape of agricultural research and development. The aim was to emphasize FARA’s relevance, its effectiveness in discharging its mandate, and its continuing mission to improve agricultural productivity, competitiveness and markets.

In practical terms, the objectives were to:

- Develop a corporate re-branding that would reflect FARA’s mandate and scope of activities
- Brand and publicize the concepts and approaches associated with FARA, such as IAR4D, and
- Develop brand-related products for the FARA@15 event.

New identity

The main outputs of this exercise were a new FARA logo and strapline (see below), which was developed and tested across a range of collateral; a new website and a new, more user-friendly domain name; revamped and greatly improved social media platforms, including Facebook, Twitter, YouTube and LinkedIn; FARA’s first ever visual identity manual, explaining how to use the brand elements; and an institutional video, which presents the new logo and explains how it links with FARA’s approaches in implementing its mandate. This video was shown during the FARA@15 event in South Africa.
What does it mean?
These are the meanings of our new logo:

- The coloured streaks on the map of Africa stand for the different kinds of organization that FARA brings together, all of them moving harmoniously in the same direction despite their distinctive mandates and differing interests.

- Green stands for agricultural growth and progress; blue is for professionalism; yellow is the colour of the sun, implying our bright future; and red denotes energy and passion.

- The streaks all point to Ethiopia’s capital, Addis Ababa, where the African Union (AU) is based. The AU is the source of FARA’s mandate and therefore of its legitimacy.

- The map is a simple outline of the continent against a white background, suggesting the link between prosperous agriculture and peace.

- The typeface is big and bold, expressing the new dynamism and confidence at FARA. We have retained the green colour and added a leafy flourish, signifying our continuing commitment to agriculture and natural resources.

We’re a hit on social media
Our social media campaign, following launch of the new identity, proved particularly effective. Here are some key outcomes:

<table>
<thead>
<tr>
<th>Indicators</th>
<th>September 2</th>
<th>December 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facebook likes</td>
<td>1,322</td>
<td>30,387</td>
</tr>
<tr>
<td>Highest daily Facebook page reach</td>
<td>75</td>
<td>57,702</td>
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<tr>
<td>Highest Facebook post reach</td>
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<td>54,211</td>
</tr>
<tr>
<td>Twitter followers</td>
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<tr>
<td>Twitter reach</td>
<td>0</td>
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</tr>
<tr>
<td>Linkedin followers</td>
<td>709</td>
<td>1,082</td>
</tr>
<tr>
<td>Highest Linkedin reach</td>
<td>0</td>
<td>10,490</td>
</tr>
</tbody>
</table>

FARA website and social media platforms have been re-designed to reflect the new face of the organization
Promoting science and technology: our sprint to the finishing line

Implementation of our project on the Promotion of Science and Technology for Agricultural Development in Africa (PSTAD) ended on 30 December 2014. The FARA Secretariat was like a beehive as we busied ourselves to ensure successful completion of all activities.

The PSTAD project’s overall goal was to contribute to food security and poverty alleviation in Africa by: building research management capacity in national agricultural research systems; improving the information and communications technologies (ICTs) used by researchers, so as to enhance information and knowledge exchange; and supporting the establishment of innovation platforms to increase technology uptake. The project was funded by the African Development Bank (AfDB).

Practical support for knowledge exchange
Every effort was made to complete procurement activities to strengthen the computer equipment and internet infrastructure of national research systems. The outstanding procurement of computers and accessories for national programmes was completed. Project support to Madagascar was resumed following clearance given by the Food, Agriculture and Natural Resources (FANR) Directorate of the Southern Africa Development Community (SADC) to the Centre for Coordination of Agricultural Research for Southern Africa (CCARDESA), enabling the latter to assume full responsibility for project implementation in the sub-region. Madagascar thus benefited from the supply of computers but not from internet connection, for want of time to complete the procurement process.

Other national programmes also received support in improving their connection to the internet. The aim was to facilitate information and knowledge exchange across the region, so that improved technologies and practices can be spread more rapidly. The percentage of target national programmes connected to the internet rose from 15% to 70%. The number of account holders on the eRAILS portal – a continental agricultural information exchange system – rose by 8% over that of 2013, while the number of stakeholders’ websites increased by 11%. Also in 2014, the number of visitors to websites on the eRAILS portal increased by 4.6% over that of 2013, while the total number of pages viewed increased by 34%.
The improved connectivity of national research institutes has enhanced networking for the resolution of common challenges. Researchers in Cameroon, Cote d'Ivoire, Ghana, Sierra Leone and the Republic of Congo exchanged knowledge and resources on cassava mosaic virus disease and cassava processing. Improved connectivity has also enabled increased production and utilization of quality protein maize in the Democratic Republic of Congo, Kenya, Tanzania and Uganda.

**Innovation platforms: we reached our targets**

A key activity during the year was the conduct of internal project completion reviews and evaluations through self-assessment. This activity was carried out in collaboration with the UK’s Natural Resources Institute (NRI). The resulting report indicated a satisfactory performance by the project in accomplishing its objectives and reaching its targets.

Over 92% (160 out of 173) of the planned innovation platforms were established. More than 120,000 stakeholders were reached directly during the project implementation period, while a further 500,000 were reached indirectly. Some 52% of beneficiaries were women. Of the 41 candidates enrolled in the MSc degree training programme, 29 have graduated and have returned to their parent institutions, where they are now contributing to national AR4D activities.

**What did we learn?**

Both aspects of the PSTAD project proved a rich source of experiences and lessons. We observed that shared learning was a highly effective stimulus for information and technology exchange. We concluded that further deployment of ICTs would greatly strengthen knowledge management in national research systems. We also found that the innovation platform approach enhanced technology adoption and created the connections necessary for linking production, processing and markets. This was mostly because of the mutual trust and understanding that built up among the platforms’ different stakeholders.

The design of innovative multinational projects such as PSTAD requires a degree of flexibility, especially to allow timely responses to changing conditions on the ground. Future projects of this nature should seek the express consent and commitment of leaders and senior staff in the proposed beneficiary institutions, so as to enhance participation.

The project completion report documents the experiences and lessons learned along the way (see box). Other knowledge products that are outputs of the project are available at sub-regional organizations or, in some cases, in national programmes.
Towards an enabling environment

FARA’s objective is to create an enabling policy and institutional environment for innovation in African agriculture. Evidence-based advocacy and widespread stakeholder awareness and engagement are keys to such an environment.

Under this priority area FARA seeks to:

- Facilitate thorough analyses of policies and support advocacy on the issues affecting innovation
- Advance and integrate agricultural research, advisory services, extension, education and training in the planning and implementation processes conducted by the Comprehensive African Agriculture Development Programme (CAADP)
- Promote and coordinate evidence-based advocacy for more and better quality investment in Africa’s agricultural innovation and knowledge systems
- Mobilize, strengthen and connect African policy and economic research institutions, systems and processes so that they deliver gender-sensitive evidence-based policy support to CAADP processes; and
- Promote and facilitate access to knowledge and innovation.

Supporting science

Two background studies were completed to support the Science Agenda for Agriculture in Africa (S3A) initiative during the review period. The first documented important lessons from the CAADP country process on AR4D and identified key entry points for the application of science in CAADP country agriculture investment plans. The second study looked at innovative financing mechanisms and alternative investment options for S3A.

Two lessons emerged from these studies. First, national commitment, which plays a crucial role in CAADP country processes, is also the key to unlocking sustainable financing for realizing the vision of the S3A. Second, the S3A will not materialize without a major effort to secure domestic financing. This means ensuring that a proportion of the rising revenues from Africa’s growing economies is invested in the development of agriculture.

Wanted: evidence on food sovereignty

A third study addressed a request from the Africa representative to the Committee on World Food Security, H.E. Ambassador Mary Mobi, for FARA to provide evidence to support Africa’s emerging position on food sovereignty (see box). This study report was validated by all the relevant stakeholders during a side-event, on the Agricultural Productivity, Food Security and Food Sovereignty in Africa Dialogue, held as part of the FARA@15 celebrations.

The outcome of the dialogue was five key recommendations for follow-up actions, which will be presented to the World Food Security meeting in Rome, in October 2015. These recommendations are: to formalize a home-grown African concept of food sovereignty; to advocate for an African local food supply system; to focus national and foreign investments on food sovereignty initiatives; to institute sustainable financing mechanisms to ensure food sovereignty; and

Professor Adebayo Aromolaran presenting the findings of the study on Food Sovereignty and Food Security at the FARA event in South Africa.
to further explore biotechnology as an option to fast-track the achievement of food security and sovereignty.

### Coming soon: better baseline data

A fourth study was designed to fill a critical statistical gap by providing baseline information on the total factor productivity of African agriculture. The study developed Excel sheets as part of the methodology for assessing this indicator.

In addition to offering technical support to the outcomes of the CAADP Results Framework for 2015–2025, the study will generate new baseline data against which to track the performance of African agriculture. It will also provide demand-driven evidence to support agriculture investment decisions.

### Tools for advocacy

As regards advocacy, the FARA@15 book and video documentary, begun in 2013, was completed. The book documents FARA’s achievements, experiences and lessons learned over the past 15 years and proposes the way forward over the next decade. In so doing it provides a valuable source of information on the historical evolution of FARA, its successes and shortcomings, its contribution to innovation in African agriculture and recommendations for future improvements. The book and video were launched on 28 November, during the FARA@15 event in Johannesburg, South Africa.

The book shows that one of FARA’s major achievements has been to create avenues for bringing a wider range of individuals and institutions into the agricultural R&D system. These include universities, policy makers, farmers unions and private-sector companies, in addition to public-sector researchers and extensionists. By introducing new approaches such as innovation platforms and incubation models, FARA is widening the scope of agricultural innovation and bringing more diverse voices to the conversations that are shaping the future of agriculture.

In FARA’s next phase, issues of importance will include the funding and scaling up of AR4D, gender mainstreaming, climate-smart agriculture, international and inter-agency advocacy, and agricultural entrepreneurship, among many others. The push towards meeting these challenges is articulated in the Science Agenda for Agriculture in Africa (S3A).

### Sovereignty versus security

According to the Food and Agriculture Organization of the United Nations (FAO), “Food security [is] a situation that exists when all people, at all times, have physical, social and economic access to sufficient, safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life.” *(The State of Food Insecurity 2001)*.

Food sovereignty, in contrast, is defined as “The right of peoples to define their own food and agriculture policies, to protect and regulate domestic agricultural production and trade so as to attain their objectives of sustainable development, to determine in what measure they want to be autonomous and to limit the dumping of products on their markets.” This is the definition of La Via Campesina, the mass movement of farmers organizations that launched the idea at the 1996 World Food Summit.
Getting to grips with climate change

Of FARA’s three cross-cutting issues – climate change, environmental sustainability and bio-energy – climate change was the focus of most of our efforts in 2014. Our concerns are the practical challenges associated with the adoption of climate-smart agriculture (CSA) and the need for evidence on how well CSA practices and systems work in different agro-ecologies.

Promoting climate-smart agriculture

In November 2013, FARA received a grant from the Norwegian Agency for Development Cooperation (NORAD) to support research to accelerate the scaling up of CSA. The aim was to increase the awareness among African AR4D stakeholders of relevant policies, practices and approaches at both national and regional levels. Specific objectives are to: enhance the quality of gender-disaggregated knowledge and data on CSA, to make them more accessible for technicians and policy makers; and to strengthen know-how on CSA among the institutions, expert pools and networks involved in supporting countries in the design, implementation and evaluation of gender-sensitive CSA programmes and policies.

To achieve these objectives, a joint orientation workshop was organized by FARA, the World Agroforestry Centre (ICRAF) and the NEPAD Planning and Coordinating Agency (NPCA) at ICRAF headquarters in Nairobi, Kenya. The purpose of the workshop was to raise awareness of CSA concepts, principles, approaches and farming practices and systems. Over 100 professionals (mainly scientists) from 30 countries participated.

Outcomes included an agreement to (1) establish the Africa CSA Alliance (ACSAA); and (2) develop a Memorandum of Understanding (MoU) among founding members. The Food, Agriculture and Natural Resource Policy Analysis Network (FANRPAN) and the Food and Agriculture Organization of the United Nations (FAO) were co-opted as technical partners alongside FARA. FARA was also a signatory to the MoU, which was signed at the African Union Heads of States and Governments Summit held in Malabo, Equatorial Guinea, in July 2014.

Needed: more and better evidence

As a technical partner, FARA was requested to provide research evidence to support policies to extend CSA to 6 million households by 2020. FARA took this as an excellent opportunity to improve the evidence base for CSA and commissioned a series of studies to that end.

Four consultants were hired to conduct surveys to generate baseline data that could be used to track subsequent progress in the adoption of CSA practices and systems. The consultants conducted case studies in 12 countries, namely Burkina Faso, Cameroon, the Democratic Republic of Congo, Ethiopia, Kenya, Nigeria, Rwanda, Senegal, Sierra Leone, Tanzania, Uganda and Zambia. A survey instrument and tools for benchmark studies were developed, tested and used in the 12 countries. A draft survey report that outlined key drivers of and constraints to the adoption of CSA, successful CSA policies, priority interventions for scaling up CSA, and gaps in CSA interventions was submitted to FARA for review (see box).
**Beating climate change: best practices**

Among the best CSA practices reported by the studies in the semi-arid Sahelian and Sudanian zones of West Africa were: short-duration crop varieties; use of livestock species and breeds tolerant to heat stress; integrated soil fertility management; and soil and water conservation techniques (zai pits, stone bunds, ridges). Farmers also use techniques such as fertilizer microdosing, combining fertilizers and animal manure, composting, returning crop residues to the soil, agroforestry (*Faidherbia albida* parkland), assisted natural regeneration and small-scale irrigation.

In the subhumid and humid zones, CSA practices include: rice intensification; promotion of traditional crops such as sesame and fonio (*Digitaria* spp.); swampland farming; use of short-duration and drought-tolerant crops; flexible farming calendars; dry-season cropping using irrigation; crop diversification and multi-level tree crop farming.

Institutional innovations are also helping to build the adaptive capacity of farmers. These include field schools, climate-smart villages, improved land tenure and access, and conflict management. Meteorological departments are playing their part, through such interventions as seasonal forecasting and early warning services.
A year of action to support gender relations and youth opportunities

FARA continues to provide leadership in mainstreaming gender relations in AR4D, both in-house and in collaboration with partners. We also look to the needs and aspirations of young adults.

Ensuring gender responsiveness
In 2014, we emphasized four areas, with the common aim of ensuring gender responsiveness in the programmes, policies and activities of the FARA Secretariat as well as partner institutions. These areas were:

• Developing competencies among scientists, so that they can carry out gender-sensitive research which can be translated into evidence-based policies and programmes

• Developing gender guidelines and toolkits for ongoing programmes

• Supporting institutions in the development of gender policies and strategies

• Providing direct support to the African Forum for Agricultural Advisory Services (AFAAS).

Two gender research methodology workshops were held, in June and October. A gender research methodology toolkit was also developed, with the support of the Multi Donor Trust Fund (MDTF) and the Humidtropics programme hosted by the International Institute of Tropical Agriculture (IITA) (see box).

Policy development and awareness raising
In 2014 we also provided technical and financial support to the East African Farmers Federation (EAFF), which developed gender and youth policies for member institutions in Kenya and Rwanda. In addition, EAFF conducted awareness raising programmes in the two countries. We expect our support to enable EAFF as well as its Kenyan and Rwandan members to strengthen their work on gender and youth issues. A proposal for funding to conduct further work on these topics is in preparation.

How to do gender research: a trainer’s toolkit
Now available for use in training by FARA and its partners, the toolkit enables users to acquire hands-on experience in how to plan and conduct research that captures gender relationships and concerns. The tools in the kit cover such areas as:

• Seasonal planning
• Feasibility analysis
• Livelihood analysis
• Key informant interviews

• Facilitation skills
• Problem tree analysis
• Mobility mapping
• Preference ranking.

The toolkit also emphasizes the “translation” of research results into policy briefs and other advocacy tools. New users of the kit are taken on field trips to farming communities where the tools are already in use. After the trip, they are asked to develop a policy brief.
Similarly, we provided Ghana’s Development Action Association with financial and technical support for the organization of a 1-day policy dialogue between women farmers and policy makers. The dialogue provided a platform for discussion on key areas of concern. One of the outcomes was a meeting with Ghana’s Deputy Minister of Food and Agriculture (Crops), which allowed further discussion as how to address the concerns (see box).

**Scoping studies**
AFAAS received technical and financial support for the design and implementation of gender scoping studies in six countries, namely Benin, Ethiopia, Ghana, Malawi, Nigeria and Uganda. The findings of these studies have been used to develop a proposal for funding to enable AFAAS to implement the studies’ recommendations. This work will also help AFAAS define its approach to mainstreaming gender in rural advisory services.

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**Key issues for Ghana’s rural women**
The main concerns raised for discussion with the deputy minister were:
- Women farmers are for the most part not involved in decision making, including the development of policies formulated on their behalf by government
- Policies, laws and regulations are often not available in local languages. They should be translated into these languages
- There is no forum for continuous dialogue or for explaining policies to rural women. It was recommended that such a forum should be established
- Women farmers face many practical problems, including lack of land, cash and information, insufficient attention from extension officers, poor access to markets and inadequate education for girls.

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*Participants on a field trip to practice using gender research methodology tools*
Capacity development: prerequisite for innovation

Essential to innovation in agriculture, capacity strengthening has been a key focus of FARA since foundation. As lead institution for CAADP Pillar 4, on agricultural research, FARA has, over the past decade, actively supported institutional strengthening of regional agencies concerned with agricultural technology generation, dissemination and adoption.

Specifically, this entailed the strengthening of an extension agency, a private-sector agribusiness consortium, two sub-regional research organizations, a farmers organization, several tertiary agricultural education networks and an agro-focused civil society organization (see box).

Africa thus has a formidable array of knowledge nodes that together constitute a regional agricultural innovation support system (RAISS). Working with national counterparts, the RAISS will help address the issues of productivity, sustainability and resilience in order to achieve the vision of an African economic renaissance led by smallholder farmers.

Making innovation more effective

The year 2014 marked the beginning of implementation of the second FARA Strategy and Operational Plan (2014–2018). Through its new strategic direction focusing on integrated capacity development, FARA has continued to support activities designed to eliminate constraints to the effectiveness of agricultural innovation systems at national and regional levels.

In 2014, our work progressed on three fronts:

- Development of an online interactive database for matching capacity supply and demand
- Creation of a framework for demand-led and holistic capacity development to aid the implementation of National Agricultural and Food Security Investment Plans (NAFSIPs) developed under the Comprehensive African Agriculture Development Programme (CAADP)
- Support to the Tropical Agricultural Platform (TAP), a G8 initiative coordinated by the Food and Agriculture Organization of the United Nations (FAO)
that seeks to add value to capacity development for agricultural innovation in tropical countries by fostering collective action, strengthening interactions and avoiding duplication.

FARA has developed a prototype web-based facility dubbed the “eCapacities” to address the lack of coordination and targeting of investments to strengthen innovation capacity across the stakeholder spectrum. The facility has geographical information system (GIS) capability, allowing for the spatial mapping of so-called continental capacity deficit hotspots. It also has a feature for tracking the career progression of agricultural graduates based on social networking, and a survey builder for capturing feedback from graduates and other stakeholders. It will serve as a repository for data on capacity needs furnished by participating organizations and for needs analyses conducted by FARA and stakeholders.

Additionally, FARA embarked on a series of studies aimed at developing and validating a framework for demand-led and holistic capacity development in Africa. This activity comes under a project called Africa Human Capital in Science, Technology and Agripreneurship for Food Security Framework (AHC-STAFF). The 3-year project is funded by the European Commission so as to guide investments by the Commission and other development partners, thereby contributing to successful implementation of the CAADP NAFSIPs and FARA’s S3A initiative.

In 2014, around 25 African countries spread over three sub-regions (East and Central Africa, Southern Africa, and West and Central Africa) were targeted. Coordinated by FARA, the project has led to strong partnerships with sub-regional research organizations, including the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA), the Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA) and the Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles/West and Central African Council for Agricultural Research and Development (CORAF/WECARD), as well as national stakeholders.

Support to the TAP in 2014 hinged on preparatory arrangements for developing a common framework on capacity development for agricultural innovation systems. This builds on last year’s activities, whereby...
FARA conducted a survey of agricultural innovation systems in over 15 African countries. The results of these surveys have informed TAP action plans and led specifically to the development of an initiative known as Capacity Development for Agricultural Innovation System (CDAIS), coordinated by the European Alliance on Agricultural Knowledge for Development (AGRINATURA). CDAIS seeks to develop organizational capabilities, to broker partnerships to strengthen the systemic capacity for innovation, and to promote the coherence and sustainability of activities to improve agricultural innovation. It is a 3-year project funded by the European Commission, through a €12 million grant agreement managed by AGRINATURA. In Africa, CDAIS will be piloted in Angola, Ethiopia, Niger and Rwanda.

**Towards stronger corporate governance**

In collaboration with Kenya’s Center for Corporate Governance, FARA held a 3-day Leadership and Corporate Governance Training Course for the Board of Directors and Senior Management of FARA and invited participants from national institutes, at the International Institute of Tropical Agriculture (IITA), Ibadan, Nigeria, 12–14 February 2014.

The rationale for the course came in response to demand from FARA stakeholders that a sequel to a similar course held in 2008 be undertaken, because the leadership of African national agricultural research systems had changed over the years. Another reason was the fact that the current crop of FARA Board members included several newly recruited members who needed guidance. A total of 36 participants took part in the course, which also recommended a number of actions with policy implications to the FARA Secretariat and stakeholders.
People: our most valuable resource

The FARA Secretariat started the year with a staff complement of 58, of whom 25 were international. During the year we welcomed one new staff member and said goodbye to six, leaving the total number of staff at the end of the year at 53.

Over 50% of our staff, 29 in number, are now women, and 6 of these are in the international category. This is a substantially higher proportion than in many other African institutions.

The Secretariat adopted a new organizational structure to drive implementation of FARA’s new strategic plan (2014–2018). This led to searches to hire for the positions of Director, Corporate Services (DCS) and Director, Research and Innovation (DRI). We appointed the DCS but the search for the DRI is ongoing. The job descriptions and titles of a number of staff members were changed to bring them into line with their assigned tasks and targets, as delineated in the new strategy and the workplans derived from it. New teams were established across strategic priorities to deliver on specific targets.

Skill enhancement in PowerPoint presentation and a staff retreat were held in the course of the year. A job evaluation, re-classification and salary re-grading exercise was completed in September 2014. The office closed for the Christmas break on 18 December 2014 and re-opened on 2 January 2015.

Staff list

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Director</td>
<td>Yemi Akinbamijo</td>
</tr>
<tr>
<td>Technical Advisor to the ED</td>
<td>Aggrey Agumya</td>
</tr>
<tr>
<td>Legal Affairs and Corporate Governance Officer</td>
<td>Brenda Semevo</td>
</tr>
<tr>
<td>Procurement Manager</td>
<td>John Bellah Benson</td>
</tr>
<tr>
<td>Senior Executive Assistant to the ED</td>
<td>Essi Gotah</td>
</tr>
<tr>
<td>Senior Administrative Assistant (EDU)</td>
<td>Christiana Ayine</td>
</tr>
<tr>
<td>Internal Auditor</td>
<td>Osman Baba</td>
</tr>
<tr>
<td>Procurement Assistant</td>
<td>Muna Osei Bonsu</td>
</tr>
<tr>
<td>Protocol Supervisor</td>
<td>Patience Sackey</td>
</tr>
<tr>
<td>Administrative Assistant and Protocol Services</td>
<td>Edna Yeboah</td>
</tr>
<tr>
<td>Administrative Clerk</td>
<td>Wisdom Gadagoe</td>
</tr>
</tbody>
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**RESEARCH & INNOVATION DIRECTORATE**

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deputy Executive Director</td>
<td>Ramajita Tabo (until March)</td>
</tr>
<tr>
<td>Monitoring and Evaluation Specialist</td>
<td>Clesensio Tizikara</td>
</tr>
<tr>
<td>Gender, Youth and Social Development Specialist</td>
<td>Ann Apekey</td>
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**VISIONING AND STRATEGIC ANALYSIS**

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<th>Position</th>
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<tbody>
<tr>
<td>Divisional Manager, Visioning and Strategic Analysis, SP1 Leader</td>
<td>Adewale Adekunle (until September)</td>
</tr>
<tr>
<td>PSTAD Manager</td>
<td>Samuel Ifidon Ohiomoba</td>
</tr>
<tr>
<td>Programme Officer</td>
<td>Dady Demby</td>
</tr>
<tr>
<td>Programme Officer</td>
<td>Fatunbi Oluwole</td>
</tr>
<tr>
<td>Data Entry and Administrative Assistant</td>
<td>Joelene Clottey</td>
</tr>
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</table>
Project Manager, PAEPARD | Jonas Mugabe
Grant Manager, PAEPARD | Vesta Nunoo
(from June 2014)

**INTEGRATED CAPACITY DEVELOPMENT DIVISION**

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<th>Position</th>
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</thead>
<tbody>
<tr>
<td>Divisional Manager, Integrated Capacity Development, SP2 Leader</td>
<td>Irene Annor-Frempong</td>
</tr>
<tr>
<td>UniBRAIN Facility Coordinator</td>
<td>Alex Ariho</td>
</tr>
<tr>
<td>Programme Officer</td>
<td>Nelson Kennedy Ojijo</td>
</tr>
<tr>
<td>Programme Officer</td>
<td>Pia Chuzu</td>
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**POLICY AND ADVOCACY DIVISION**

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<tr>
<td>Divisional Manager, Policy and Advocacy, SP3 Leader</td>
<td>Emmanuel Tambi</td>
</tr>
<tr>
<td>Programme Officer</td>
<td>Solomon Bangali</td>
</tr>
<tr>
<td>Programme Officer</td>
<td>Idowu Ejere (until September)</td>
</tr>
<tr>
<td>Programme Officer</td>
<td>Odularu Gbadebo</td>
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**CORPORATE SERVICES DIRECTORATE**

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<tr>
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<tbody>
<tr>
<td>Translator</td>
<td>Christabel Essel</td>
</tr>
<tr>
<td>IT supervisor</td>
<td>Hylante Tabiou-Malkaye (until March)</td>
</tr>
<tr>
<td>ICT Assistant</td>
<td>Francis Kpodo</td>
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**HUMAN RESOURCES AND ADMINISTRATION DIVISION**

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<tbody>
<tr>
<td>Human Resources and Administration Manager</td>
<td>Ama Asenso Tabiou-Malkaye</td>
</tr>
<tr>
<td>Personnel and Operations Assistant</td>
<td>Courage Dzormeke</td>
</tr>
<tr>
<td>Conference and Logistics Supervisor</td>
<td>Francisca Forson</td>
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</tbody>
</table>

**CONFERENCE AND LOGISTICS**

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<th>Position</th>
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<tbody>
<tr>
<td>Assistant</td>
<td>Akouvi Legbeze</td>
</tr>
<tr>
<td>Administrative Assistant</td>
<td>Donna Victoria Sam</td>
</tr>
<tr>
<td>Receptionist Assistant</td>
<td>Martha Asiedu</td>
</tr>
<tr>
<td>Transport Officer</td>
<td>Tanko Dombo</td>
</tr>
<tr>
<td>Transport Officer</td>
<td>Matthew Andoh</td>
</tr>
<tr>
<td>Senior Transport Officer</td>
<td>Gordon Mbii (from January)</td>
</tr>
<tr>
<td>Gardener</td>
<td>Musa Zakaria</td>
</tr>
<tr>
<td>Senior House Keeper</td>
<td>Ernestina Assebri</td>
</tr>
<tr>
<td>Office Assistant</td>
<td>Agartha Kokoi</td>
</tr>
<tr>
<td>House Keeper</td>
<td>Cynthia Doggu</td>
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<td>Eunice Clarke</td>
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<tr>
<td>House Keeper</td>
<td>Priscilar Agyeman</td>
</tr>
</tbody>
</table>

**FINANCE DIVISION**

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance Manager</td>
<td>Johnson Ukpong</td>
</tr>
<tr>
<td>Financial Controller</td>
<td>Mark Etsibah (until December)</td>
</tr>
<tr>
<td>Management Accountant</td>
<td>Mary Gbolie</td>
</tr>
<tr>
<td>UniBRAIN Accountant</td>
<td>Kofi Adin</td>
</tr>
<tr>
<td>Senior Account Assistant</td>
<td>Grace Owusu Asare</td>
</tr>
<tr>
<td>Office Clerk</td>
<td>Juliana Walter</td>
</tr>
</tbody>
</table>

**BILINGUAL SECRETARIES**

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Assistant to DRI</td>
<td>Daina A. Anyomi</td>
</tr>
<tr>
<td>Administrative Assistant</td>
<td>Debbie Nwaozo</td>
</tr>
<tr>
<td>Administrative Assistant</td>
<td>Mariam Sanni</td>
</tr>
<tr>
<td>Administrative Assistant</td>
<td>Merline Mensah</td>
</tr>
</tbody>
</table>
Corporate governance

The year 2014 was one of the busiest ever for FARA’s Board of Directors. The Board guided the Secretariat’s transition to a new Medium Term Operational Plan (MTOP) covering the period 2014 to 2018. The MTOP was derived from our new strategy, developed in 2013. The Board was also heavily involved in the drive to reposition FARA so as to enhance its relevance and impact.

The Board held its two ordinary meetings in May and November at the Secretariat in Accra. In February, it held an extraordinary meeting, a governance workshop and an induction ceremony at the IITA campus in Ibadan. All the current directors were inducted following their appointment by the FARA General Assembly in July 2013. The Executive Committee of the Board met in September to interview candidates for two vacant Secretariat management positions, namely Director of Research and Innovation and Director of Corporate Services.

The main changes sanctioned by the Board in 2014 were associated with the repositioning of FARA. They include a new organizational structure for the Secretariat, a new corporate brand, and the creation of the African Academy for Agricultural Science and Technology (AAAST). The Board also gave special recognition to several individuals who have made outstanding contributions to the FARA Secretariat, propelling both its evolution over the past decade and its repositioning for the next decade.

In compliance with good practice, the Board conducted its first self-assessment. Through this exercise it identified several areas for further improvement in the performance of its functions.

Under its governance workstream, the Secretariat provides governance-related support to selected partner institutions. In 2014 the Centre for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA) was the main beneficiary of this support, which came in the form of facilitation of the preparations for CCARDESA’s first General Assembly and the induction of its second Board of Directors.

Below is a list of FARA Board Directors in 2014. Two director positions remained vacant, namely the second representatives of CCARDESA and of the Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles/West and Central African Council for Agricultural Research and Development (CORAF/WECARD). The Board welcomed the new representative of the World Bank, Dr. Willem Janssen, and said goodbye to two directors, namely the Representative of Donors and Development Partners, Mr. David Radcliffe, and the Representative of the African Union Commission (AUC), Dr. Abebe Haile-Gabriel.
## FARA Board Directors in 2014

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Charity Kagiso Kruger</td>
<td>Chairperson of FARA</td>
</tr>
<tr>
<td>Prof. Paul Mafuka</td>
<td>Vice-Chairperson of FARA</td>
</tr>
<tr>
<td>Dr. Yemi Akinbamijo</td>
<td>Executive Director of FARA</td>
</tr>
<tr>
<td>Dr. Fina Opio</td>
<td>Executive Director of ASARECA</td>
</tr>
<tr>
<td>Prof. Timothy Simalenga</td>
<td>Executive Director of CCARDESA</td>
</tr>
<tr>
<td>Dr. Harold Roy-Macauley</td>
<td>Executive Director of CORAF/WECARD</td>
</tr>
<tr>
<td>Prof. Habib Amamou</td>
<td>Representative of NASRO</td>
</tr>
<tr>
<td>Prof. Abd El Moneim El Banna</td>
<td>Representative of NASRO</td>
</tr>
<tr>
<td>Dr. Nteranya Sanginga</td>
<td>Representative of Scientific Partners</td>
</tr>
<tr>
<td>Dr. Abebe Haile-Gabriel</td>
<td>Representative of the AUC</td>
</tr>
<tr>
<td>Mr. Philip Kiriro</td>
<td>Representative of Farmers Organizations/Associations</td>
</tr>
<tr>
<td>Mrs. Consolather Muzaga</td>
<td>Representative of Foundations and NGOs</td>
</tr>
<tr>
<td>Ms. Njabulo Zwane</td>
<td>Representative of the Private Sector</td>
</tr>
<tr>
<td>Dr. Bakari</td>
<td>Governance Expert</td>
</tr>
<tr>
<td>Mr. Samuel Saibu Adam</td>
<td>Finance Expert</td>
</tr>
</tbody>
</table>

## Observers

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. David Radcliffe</td>
<td>Representative of Donor and Development Partners</td>
</tr>
<tr>
<td>Dr. Willem Janssen</td>
<td>World Bank Representative</td>
</tr>
</tbody>
</table>
Financial statement

Overview
Total revenue during the 12 months ended 31 December 2014 amounted to US$26,035,567, of which US$ 25,041,197 was grant revenue (US$9,309,846 for Secretariat activities, US$15,731,351 for time bound activities) – see Donors’ Contributions, below, for details. Other sundry revenue amounted to US$994,370, including overheads of US$677,314.

Total expenditure during the period was US$21,645,512, of which 36% was for Secretariat activities and 64% for time bound activities. This resulted in a positive net balance of US$4,390,055 (US$2,531,673 for Secretariat activities, US$1,858,382 for time bound activities).

Table 1: Statement of financial performance for the years ended 31 December 2013 and 2014

<table>
<thead>
<tr>
<th></th>
<th>31 Dec 2014</th>
<th>31 Dec 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>OPERATING REVENUE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>DONOR GRANTS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secretariat</td>
<td>9,309,846</td>
<td>9,184,144</td>
</tr>
<tr>
<td>Programmes</td>
<td>15,731,351</td>
<td>11,325,296</td>
</tr>
<tr>
<td><strong>Total Donor Grants</strong></td>
<td>25,041,197</td>
<td>20,509,440</td>
</tr>
<tr>
<td>Other revenue</td>
<td>994,370</td>
<td>794,010</td>
</tr>
<tr>
<td><strong>Total Operating Revenue</strong></td>
<td><strong>26,035,567</strong></td>
<td><strong>21,303,450</strong></td>
</tr>
<tr>
<td><strong>EXPENDITURE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Secretariat</td>
<td>7,772,543</td>
<td>8,889,615</td>
</tr>
<tr>
<td>Programmes</td>
<td>13,872,969</td>
<td>12,009,341</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>21,645,512</strong></td>
<td><strong>20,898,956</strong></td>
</tr>
<tr>
<td><strong>Excess of revenue over expenditure</strong></td>
<td><strong>4,390,055</strong></td>
<td><strong>404,495</strong></td>
</tr>
</tbody>
</table>
Statement of financial position
The Balance Sheet showed Net Assets of US$17,170,896, including Cash and Bank Balances of US$16,013,389 as at 31 December 2014. This is represented by the Accumulated Fund Balance made up of US$14,817,598 in Operating Funds and US$2,353,298 in Reserves.

Table 2: Statement of financial position as at 31 December 2013 and 2014

<table>
<thead>
<tr>
<th></th>
<th>31 Dec 2014 US$</th>
<th>31 Dec 2013 US$</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Non-Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, Plant and Equipment</td>
<td>236,170</td>
<td>170,801</td>
</tr>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and Cash Equivalents</td>
<td>16,013,389</td>
<td>8,489,511</td>
</tr>
<tr>
<td>Receivables</td>
<td>456,116</td>
<td>2,858,600</td>
</tr>
<tr>
<td>Advances</td>
<td>2,903,170</td>
<td>3,107,724</td>
</tr>
<tr>
<td>Inventories</td>
<td>17,931</td>
<td>10,750</td>
</tr>
<tr>
<td>Prepayments</td>
<td>138,500</td>
<td>138,500</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td>19,529,106</td>
<td>14,605,084</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td>19,765,276</td>
<td>14,775,886</td>
</tr>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accrued Expenses and Payables</td>
<td>2,594,380</td>
<td>1,995,043</td>
</tr>
<tr>
<td><strong>Net Assets</strong></td>
<td>17,170,896</td>
<td>12,780,843</td>
</tr>
<tr>
<td>Represented by</td>
<td>17,170,896</td>
<td>12,780,843</td>
</tr>
</tbody>
</table>
Donor contributions for the year 2014

<table>
<thead>
<tr>
<th>Development Partner</th>
<th>Project/Programme</th>
<th>US$</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Secretariat Core</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Multi Donor Trust Fund (EC)</td>
<td>Secretariat Core activities</td>
<td>8,005,993</td>
</tr>
<tr>
<td>Global Forum for Agricultural Research (GFAR)</td>
<td>GFAR Secretariat support activities/YPARD</td>
<td>7,500</td>
</tr>
<tr>
<td>International Fund for Agricultural Development (IFAD)</td>
<td>Science Agenda</td>
<td>498,143</td>
</tr>
<tr>
<td>Australian Centre for International Agricultural Research (ACIAR)</td>
<td>Science Agenda</td>
<td>297,680</td>
</tr>
<tr>
<td>Norwegian Agency for Development Cooperation (NORAD)</td>
<td>Climate-Smart Agriculture</td>
<td>359,425</td>
</tr>
<tr>
<td>Nigeria Government (FMARD)</td>
<td>Secretariat Core support</td>
<td>88,710</td>
</tr>
<tr>
<td>Gates Foundation/University of Bonn</td>
<td>TIGA research</td>
<td>14,474</td>
</tr>
<tr>
<td>Federal Ministry for Economic Cooperation and Development (BMZ)/University of Bonn</td>
<td>Biomassweb</td>
<td>37,921</td>
</tr>
<tr>
<td><strong>Subtotal – Secretariat</strong></td>
<td></td>
<td><strong>9,309,846</strong></td>
</tr>
<tr>
<td><strong>Time Bound Activities (TBAs)</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>European Commission (EC)/International Fund for Agricultural Development (IFAD)</td>
<td>Sub-Saharan Africa Challenge Programme (SSA CP)</td>
<td>821,280</td>
</tr>
<tr>
<td>International Institute of Tropical Agriculture (IITA)</td>
<td>CGIAR Humidtropics (CRP 1.2)</td>
<td>1,275,693</td>
</tr>
<tr>
<td>European Commission</td>
<td>PAEPARD II</td>
<td>2,937,828</td>
</tr>
<tr>
<td>African Development Bank (AfDB)</td>
<td>Promotion of Science and Technology for Agricultural Development in Africa (PSTAD)</td>
<td>5,346,875</td>
</tr>
<tr>
<td>Danish International Development Agency (DANIDA)</td>
<td>UniBRAIN</td>
<td>5,349,675</td>
</tr>
<tr>
<td><strong>Subtotal – TBAs</strong></td>
<td></td>
<td><strong>15,731,351</strong></td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td></td>
<td><strong>25,041,197</strong></td>
</tr>
</tbody>
</table>
Publications


**Reports and papers**


**Journal articles**


Hubbard, G., Gilliam, E. and Meggarden, J.V. (2014). FARA@15 – Video documentary to accompany the book *FARA@15: Shaping Africa’s Future through Agricultural Innovation*. Forum for Agricultural Research in Africa (FARA), Accra, Ghana.

**Website redesign**


**Unpublished manuscripts and other internally produced documents**


FARA (2014). Situational Analysis of Tertiary Agricultural Education Institutions as part of Africa’s Agricultural Science and Innovation System. Background synthesis paper for S3A. Accra, Ghana.


