CEO’s MESSAGE  
Dr Lindiwe Majele Sibanda

Since it was founded in 1994, FANRPAN has forged a solid reputation as an important player in African policy development for the food, agriculture and natural resource sector. Despite its considerable achievements, FANRPAN and partners are keenly aware of areas where work is needed to strengthen the network’s functional and technical capacities. Based on feedback and evaluations from its member countries, peer networks, and development partners, the organisation is now undertaking a shift in its strategic approach to develop more effective solutions for the future.

Our new strategy will develop means to a dedicated and adequately resourced programme on policy research and analysis to increase the potential contribution of the Network across the region. In addition, it will seek to strengthen our country nodes in terms of capacities to initiate and conduct activities around local policy issues and development.

CHAIRPERSON’S MESSAGE  
Mr Argent Chuula

In September 2013, I was appointed as FANRPAN’s Board Chair. I accepted this baton of leadership with honour and humility in full recognition of the fact that FANRPAN’s success did not come about on its own. This is why at the outset, I would like to pay tribute to my predecessor, H.E. Sindiso Ngwenya, the Secretary-General of COMESA. His illustrious legacy of focused, results-based leadership will continue to be our guiding light.

As a network, we continue to grow and draw on our comparative advantage in the global space of policy analysis and advocacy. It is your commitment, hard work, strong partnership and concerted efforts that have enabled the network to claim a regional and global presence – making FANRPAN a true network of networks, and development partners, the organisation and evaluations from its member countries, peer networks, and development partners, the organisation is now undertaking a shift in its strategic approach to develop more effective solutions for the future.

WHO WE ARE

The Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) is a multi-stakeholder, multi-national policy network that supports the development and implementation of better food, agriculture and natural resources (FANR) policies in Africa.

VISION

A food-secure Africa free from hunger and poverty.

MISSION

To promote effective food, agricultural and natural resources policies by:

- Facilitating linkages and partnerships between government and civil society,
- Building the capacity for policy analysis and policy dialogue in Africa, and
- Supporting demand-driven policy research and analysis.
Since its inception, FANRPAN has operated mainly in the Eastern and Southern regions of the continent. In 2010, the FANRPAN Annual General Meeting passed a resolution to amend the constitution so that the organisation could extend its mandate to include the whole of Africa and draw members from across the entire continent. The impact of this expansion has given FANRPAN the opportunity to extend its work through the establishment of new country nodes throughout Africa. In 2013, Benin, in West Africa, became the 17th country to join the FANRPAN network.

Along with our Annual Partner Meetings, the FANRPAN Annual High Level Regional Food Security Policy Dialogues are our flagship events. These multi-stakeholder meetings are hosted on a rotational basis by the FANRPAN member countries, determined by the FANRPAN Annual General Meeting which nominates a host country and identifies a theme for the year. The policy dialogues, with an attendance of over 200 participants in recent years, provides an opportunity for stakeholders including governments, policy research institutions, universities, farmers organisations, private sector, the media and civil society to share best practices, lessons and experiences on a particular theme and come up with tangible resolutions.

The policy dialogues also showcase best practices from Africa and beyond in line with FANRPAN’s five thematic thrusts:

1. Food Systems
2. Agriculture Productivity and Markets
3. Natural Resources and Environment
4. Social Protection and Livelihoods
5. Institutional Strengthening

During the period under review our Regional Policy Dialogues were hosted by member countries in the following cities:

- **2010 Windhoek, Namibia:** "Livestock & Fisheries Policies for Food Security and Trade in a Changing Climate"
- **2011 Ezulwini, Swaziland:** "Advocating for the active Engagement of the Youth in the Agricultural Value Chain"
- **2012 Dar Es Salaam, Tanzania:** "From Policy to Practice: Advocating for Active Engagement of Youth in Agricultural Value Chains"
- **2013 Maseru, Lesotho:** "Climate Smart Agriculture"
- **2014 Antananarivo, Madagascar:** "Climate Smart Agriculture, Focussing on Family Farming"
Leading up to the United Nations Conference of Parties (CoP17) meeting in Durban, South Africa in 2011, FANRPAN headed a coordinated African campaign under the banner: “No Agriculture, No Deal”, which was first launched in 2008. In an interview with the BBC, Dr Lindiwe Sibanda, FANRPAN Chief Executive, said: “If we go into a deal which does not help Africa adapt to climate change challenges, that does not allow the farmers to build their resilience to cope with the challenges they already face, it means we are closing out on livelihoods and closing out some countries because they will not have any income, they will not have any food.”
In its quest to hasten the transformation needed to establish a food secure Africa free from poverty and hunger, FANRPAN is making significant progress. It is increasingly influencing and affecting verifiable change in Africa; the following highlights represent a few of the Network’s accomplishments during the review period:

2010
- Milestone resolution at FANRPAN’s AGM to extend membership across Africa.
- Harmonised Seed Security Project (HaSSP) commences.
- Limpopo Basin Development Challenge project commences.
- Namibia’s President Hifikepunye Pohamba wins the FANRPAN Food Security Policy Leadership Award.

2011
- Diversification of the funding portfolio from two in 2005 to 13 Donors in 2011.
- Strengthening Evidence-Based Climate Change Adaptation Policies (SECCAP) project commences.
- Queen Mother of Swaziland, Indlovukazi Ntombi, wins the FANRPAN Food Security Policy Leadership Award.
- FANRPAN Partners’ Meeting hosted in Pretoria, South Africa.

2012
- Women Accessing Realigned Markets (WARM) Project concludes successfully.
- FANRPAN launches AgriDeal magazine in Dar es Salaam, Tanzania.
- New FANRPAN logo is introduced at the annual Regional Policy Dialogue meeting.
- Tanzanian President Dr Jakaya Mrisho Kikwete wins the FANRPAN Food Security Policy Leadership Award.
- FANRPAN Partners’ Meeting hosted in Pretoria, South Africa.

2013
- FANRPAN moves into West Africa, with Benin as the first member country.
- Lesotho Prime Minister Dr Mothoaeae Thomas Thabane wins the FANRPAN Food Security Policy Leadership Award.

2014
- The Bill & Melinda Gates Foundation awards a grant for a FANRPAN-led consortium to implement the “Improving Nutrition Outcomes through Optimized Agricultural Interventions” (ATONU) project.
- 2014 Madagascar President Hery Rajaonarimanganina wins FANRPAN Food Security Policy Leadership Award.
- 2014 Sixth Annual Partners’ Meeting held in Pretoria, South Africa.

FANRPAN supported 10 students (1 PhD, 6 MSc and 3 BSc) at universities in Lesotho, Malawi, Swaziland and Cape Town during the review period.

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**GLOBAL THINK TANK RANKING**

| Top think tanks world-wide (U.S. and non-U.S.) | 0 | 25 | 50 | 75 | 100 | 125 | 150 |
| Top think tanks in sub-Saharan Africa | 0 | 10 | 20 | 30 | 40 | 50 |
| Top social policy think tanks | 0 | 10 | 20 | 30 | 40 | 50 |
| Best advocacy campaign | 0 | 15 | 30 | 45 | 60 | 75 |
| Best institutional collaboration involving two or more think tanks | 0 | 20 | 40 | 60 | 80 |
| Best think tank conference | 0 | 10 | 20 | 30 | 40 | 50 | 60 |
| Best think tank network | 0 | 10 | 20 | 30 | 40 | 50 | 60 |
| Best transdisciplinary research program at a think tank | 0 | 10 | 20 | 30 | 40 | 50 | 60 |

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**FANRPAN appears in the 14 categories listed below:**

- Category 10. Top Social Policy
- Category 12. Top Transparency and Good Governance
- Category 15. Top Regional Studies Programs, Freestanding (New for 2015)
- Category 20. Think Tank to Watch in 2016
- Category 24. Best Use of Social Networks
- Category 28. Best Institutional Collaboration Involving Two or More Think Tanks
- Category 29. Best Think Tank Network
- Category 30. Best Think Tank Conference
- Category 32. Best Government Affiliated Think Tanks
- Category 38. Best Advocacy Campaign
- Category 40. Best Transdisciplinary Research Program at a Think Tank
- Category 44. Top Think Tank in Sub-Saharan Africa
- Category 53. Top Think Tanks – Worldwide (Non-US)
- Category 54. Top Think Tanks – Worldwide (US and Non-US)
## STATEMENT OF FINANCIAL POSITION

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<td>Accumulated surplus</td>
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<td>634,962</td>
<td>579,426</td>
<td>1,399,800</td>
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<tr>
<td><strong>TOTAL EQUITY AND LIABILITIES</strong></td>
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## STATEMENT OF COMPREHENSIVE INCOME

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<td>Revenue</td>
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<td>3,742,952</td>
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<td>3,028,407</td>
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<td>Other Income</td>
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<td>48,348</td>
<td>60,968</td>
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<td>61,793</td>
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<td>Operating expenses</td>
<td>(2,339,816)</td>
<td>(3,269,298)</td>
<td>(3,847,310)</td>
<td>(3,583,198)</td>
<td>(3,155,963)</td>
<td>(3,984,233)</td>
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<td>Operating (deficit)/Surplus</td>
<td>479,408</td>
<td>116,614</td>
<td>(56,010)</td>
<td>819,816</td>
<td>(64,373)</td>
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<td>Investment revenue</td>
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<td>247</td>
<td>474</td>
<td>558</td>
<td>740</td>
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<td>(Deficit)/Surplus for the year</td>
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<td>116,861</td>
<td>(55,536)</td>
<td>820,374</td>
<td>(63,633)</td>
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<td>Other comprehensive income</td>
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<td><strong>Total comprehensive (deficit)/Surplus for the year</strong></td>
<td>479,625</td>
<td>116,861</td>
<td>(55,536)</td>
<td>820,374</td>
<td>(63,633)</td>
<td>(140,191)</td>
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## Development Partners

- GIZ
- Challenge Program for Water and Food of the CGIAR
- Swiss Agency for Development and Cooperation (SDC)
- USAID- United States Agency for International Development
- The Bill and Melinda Gates Foundation (BMGF)
- The Rockefeller Foundation
- International Food Policy Research Institute (IFPRI)
- COMPETE
- World Vision and SAT
- University of Copenhagen
- COMESA
- DFID
- Technical Centre for Agricultural and Rural Cooperation (CTA) (EC-ACP)
- Food Agriculture Organization
- European Commission – Grant awarded to Forum for Agricultural Research in Africa (FARA) and the European Forum for Agricultural Research in Africa (EFARD)

### Funding Partner - Time duration of projects – 2010 to 2015 (broken down to show weighting per year)

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Legend:
- **2010**
- **2011**
- **2012**
- **2013**
- **2014**
- **2015**
FANRPAN NODES

Angola
Angolanode@fanrpan.org

Benin
Beninnode@fanrpan.org

Botswana
botswananode@fanrpan.org

DRC
DRCNode@fanrpan.org

Kenya
Kenyanode@fanrpan.org

Lesotho
lesothonode@fanrpan.org

Madagascar
madagascarnode@fanrpan.org

Malawi
malawinode@fanrpan.org

Mauritius
mauritiussnode@fanrpan.org

Mozambique
mozambiquenode@fanrpan.org

Namibia
namibianode@fanrpan.org

South Africa
southafricanode@fanrpan.org

Swaziland
swazilandnode@fanrpan.org

Tanzania
tanzanianode@fanrpan.org

Uganda
ugandanode@fanrpan.org

Zambia
zambianode@fanrpan.org

Zimbabwe
zimbabwenode@fanrpan.org