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## **Department of Rural Economy and Agriculture**

### **Strategic and Operational Plan, 2014-2017**

#### **Fostering the African Agenda on Agricultural Growth and Transformation and Sound Environmental Management**

**January 2014**

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## Abbreviations

AfDB:	African Development Bank
AFFM:	Africa Fertiliser Financing Mechanism
AMCEN:	African Ministers Conference on Environment
AMCOMET:	African Ministers Conference on Meteorology
AMCOW:	African Ministers Council on Water
AMESD:	African Monitoring of the Environment for Sustainable Development
ASBP:	African Seed and Biotechnology Programme
AU:	African Union
AUC:	African Union Commission
BADEA:	Arab Bank for Economic Development
CAADP PP:	CAADP Partnership Platform
CAADP:	Comprehensive Africa Agriculture Development Programme
CAHOSCC:	Committee of African Heads of State and Government on Climate Change
CAMFA:	Conference of African Ministers of Fisheries and Aquaculture
CBD:	Convention on Biodiversity
CENSAD:	Community of Sahel-Saharan States
ClimDEV:	The AUC-ECA-AfDB Joint Initiative on Climate for Development in Africa
COMESA:	Common Market for Eastern and Southern Africa
CSOs:	Civic Society Organisations
CTA:	Centre for Agricultural and Rural Cooperation
DREA:	Department of Rural Economy and Agriculture
DRR:	Disaster Risk Reduction

EAC:	East African Community
ECCAS:	Economic Community of Central African States
ECOWAS:	Economic Community of West African States
EO:	Earth Observation
EOA:	Ecological and Organic Agriculture
EU:	European Union
FAO:	Food and Agriculture Organisation of the United Nations
FDH:	Fouta Djallon Highlands
GAFSP:	Global Agriculture and Food Security Programme
GDP:	Gross Domestic Product
GGWSSI:	Great Green Wall for the Sahara and Sahel Initiative
GIs:	Geographic Indications
GIZ:	German Technical Cooperation
IAPSC:	Inter-African Phytosanitary Council
IBAR:	Inter-African Bureau for Animal Resources
IGAD:	Intergovernmental Authority on Development
ISCTRC:	International Scientific Council for Trypanosomiasis Research and Control
LPI:	The AUC-ECA-ECA Joint Land Policy Initiative
MDGs:	UN Millennium Development Goals
MDTF:	Multi Donors Trust Fund
MEAs:	Multilateral Environmental Agreements
MESA:	Monitoring of Environment and Security in Africa
NAFSIPs:	National Agriculture and Food Security Investment Plans
NPCA:	NEPAD Planning and Coordination Agency
NPPOs:	National Plant Protection Organisations

OIE:	World Organisation for Animal Health
PACA:	Partnership for Aflatoxin Control
PAFFO:	Pan African Farmers' Forum
PANVAC:	Pan-African Veterinary Vaccine Centre
PATTEC:	Pan-African Tse tse and Trypanosomiasis Eradication Campaign
RAIPs:	Regional Agriculture Investment Plans
RECs:	Regional Economic Communities
REDD:	Reduced Emissions from Deforestation and Forest Degradation
RICs:	Regional Implementation Centre
SADC:	Southern African Development Community
SAFGRAD:	Semi-Arid Food Grains Research and Development
SDGs:	Sustainable Development Goals
SPS:	Sanitary and Phytosanitary
T&T:	Tse tse and Trypanosomiasis
TADs:	Trans-boundary Animal Diseases
UNCCD:	United Nations Conventions on Combating Desertification
UNECA:	UN Economic Commission for Africa
UNEP:	United Nations Environment Programme
UNFCCC:	United Nations Framework Convention on Climate Change
UNISDR:	United Nations International Strategy on Disaster Reduction
USAID:	United States Agency for International Development
WHO:	World Health Organisation

## FOREWORD

I am pleased to introduce the Strategic Plan of the Department of Rural Economy and Agriculture for the period 2014-2017. This is a result of extensive consultations not only within the Department itself and the Commission of the African Union but also with our stakeholders and partners. It is also premised on our experience in the implementation of the last Strategic Plan 2009-2012 spanning multiple sectors ranging from crop agriculture to livestock development, fisheries and aquaculture, from land and water to forestry, and environment in general, from climate change, meteorology and climate services to disaster risk reduction, food and nutrition security, among others.

Our current Strategic Plan has been drawn at a juncture of significance where we are commemorating 2014 as the AU Year of Agriculture and Food Security also marking the 10<sup>th</sup> Anniversary of the Comprehensive Africa Agriculture Development Programme (CAADP) and an opportunity that Africa is using to chart out the path for Africa's agricultural transformation for a food and nutrition secure and poverty free Africa. This also fits not only within the Strategic Plan of the African Union Commission for 2014-2017 but also in the Africa Agenda 2063 on "*A Shared Strategic Framework for Inclusive Growth and Sustainable Development*".

The Department of Rural Economy and Agriculture recommits itself to enhancing collaboration with other Pan African Institutions and promoting partnership with regional and international agencies, in support of AU Member States in our key strategic areas of intervention, namely: food and nutrition security and environment and sustainable development. By so doing we will contribute to the vision of an integrated and prosperous Africa.

**Mrs. Tumusiime Rhoda Peace**  
**Commissioner for**  
**Rural Economy and Agriculture**

## **NOTE FROM THE DIRECTOR**

This Strategic and Operational Plan is essentially a Business Plan designed to facilitate effective operationalization of the AUC's 2014-2017 Strategic Plan. Its added-value lies largely in the elaboration of the strategic issues and messages contained in the AUC Strategic Plan; hence giving to the latter depth and further clarity to the contextual landscape of agricultural growth, rural development, and environmental management.

The exercise has lent itself an opportunity to provide a snapshot of key achievements and lessons learnt in the implementation of the preceding Strategic and Operational Plan (2009-12). Through stocktaking of the emerging regional and global opportunities, it has for example become apparent for DREA to capitalise on the growing attention that agriculture and sustainable environmental management have been receiving – through the instrumentality of CAADP.

The current Strategic and Operational Plan in a sense also presents a transition in approach towards articulation of Key Result Areas that are inter-dependent, and mutually reinforcing; that is, strategic issues of production & productivity, agri-business & agro-industries, agricultural markets, and sustainable environmental management.

The exercise has also lent itself to identification of strategic areas for synergy and complementarity both within DREA's various units, as well as with other AUC departments and other relevant agencies. The internal implementation arrangements and the proposed modalities of partnerships are believed to contribute to facilitate effective implementation and delivery on expectations.

The process has benefited from the leadership of H.E. Mrs. Tumusiime Rhoda Peace, Commissioner for Rural Economy and Agriculture, and from a very active engagement and valuable contribution of the Heads of Divisions and Directors/Coordinators of DREA Technical Specialised Offices, and indeed the entire DREA Staff, all of whom deserve utmost appreciation. The DREA task team composed of Dr. Hassane Mahamat, Mr. Boaz Keizire, Mr. Anselme Vodounhessi, Mr. Kennedy Oroko, Ms. Milha Desta and Ms. Seblewongel Goshu have been instrumental in refining the strategic and operational actions and indicators. I wish to thank the Director of SPPMERM, Mr. Mandla Madonsela, for his advice and support. The consultations with partners have helped enhance the draft, and therefore I wish to register their respective contributions.

**Abebe Haile Gabriel**  
**Director**  
**Department of Rural Economy and Agriculture**



# 1. Introduction

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## 1.1. Background and Context

There is now a broad recognition that an enhanced focus on agricultural<sup>1</sup> and rural development and sustainable environmental management is a prerequisite for progress towards the goals of ending hunger and reduced poverty through inclusive growth and shared prosperity in Africa.

Due to the concerted actions exerted by key stakeholders at national, regional and continental levels, conditions are now largely in place for transformational change in agriculture and for constructive engagement on sustainable management of the environment.

The adoption of the Comprehensive Africa Agriculture Development Program (CAADP) by AU Assembly of Heads of State and Government in 2003 in Maputo, Mozambique, and its subsequent rolling out over the last ten years have provided a solid foundation for pursuing an agricultural and rural development agenda that should lead to ending hunger and reduced poverty through inclusive growth and shared prosperity.

Similarly, thanks to the various policy decisions and strategies pursued collectively, Africa's awareness on the values of the natural resource base and the environment, as well as the recognition of their sustainable management and utilization have now been much raised than ever before which should lead to much informed engagement on policy, strategy and actions.

Obviously, the African Union Commission, together with the NEPAD Planning and Coordination Agency (NPCA) and Regional Economic Communities (RECs), has been at the forefront of steering these processes in terms of formulation, harmonization, coordination, advocacy, and mobilization of partnerships and resources in support of implementation.

The third Strategic Plan of the AUC (2014-2017) was adopted by the AU Summit held in May 2013, in Addis Ababa, Ethiopia. Agricultural transformation and sound management of the environment and natural resources are among top priorities of the AUC Strategic Plan 2014-2017.

Following the adoption of the AUC Strategic Plan 2014-2017, the Department of Rural Economy and Agriculture (DREA) sought to embark upon an exercise of preparing its strategic and operational plan with a view to elaborating the relevant sections of the institutional strategic plan and facilitating synergy, consistency and complementarity during implementation.

This being the third strategic and operational plan for DREA (in sync with that of the parent institution, the AUC), it is evident that an experience and culture of planning is now well entrenched within DREA and its technical agencies. The exercise, however noble, should be

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<sup>1</sup> Agriculture in this context includes crops, livestock, wildlife, fisheries and forestry

understood as a way of elaborating and interpreting the relevant contents of the AUC strategic plan; thus it should be considered in that context and read together.

## **1.2. The Strategic Plan Development Process**

The AUC strategic planning process has been well documented in the AUC Strategic Plan, 2014-2017. The process for DREA to develop its strategic and operational plan has immensely benefited from a series of critical analysis and reflections as part of the broader engagement on preparation of the AUC Strategic Plan, in which priorities, anticipated outcomes and outputs in terms of advancing Africa's agenda on agriculture and rural development, and management of environment and natural resources have been well crafted.

DREA's undertaking in elaborating its strategic and operational plan is guided by the same set of principles and processes ensuring programme relevance and results through commitment to principles of inclusiveness and consultation with key stakeholders as well as building on existing structures and processes.

A DREA departmental retreat was held in July 2013 in Bishoftu, Ethiopia, that provided an opportunity to DREA staff and management to brainstorm on how best DREA can elaborate and refine the key relevant messages contained in the AUC Strategic Plan, and to reassert commitment to synergy and complementarity in implementation. The Bishoftu DREA Retreat has contributed towards:

- Enhanced understanding of the process and content of the AUC Strategic Plan;
- Better internalization of DREA's roles and expectations in delivering on priority #2 of the AUC Strategic Plan;
- Better appreciation of DREA's roles and expectations in contributing towards delivery of other priorities of the AUC Strategic Plan;
- Assessment of lessons learnt from experiences of developing and implementation of previous strategic and operational plans (2009-2012);
- Formulation of a framework for DREA strategic and operational plan (including vision and mission statement by way of contextualizing the vision and mission of AUC, as well as elaborating outputs, action-lines, strategies and result framework);
- Mapping out the possible synergies with outputs identified in other priorities within the AUC Strategic Plan; and
- Agreement and commitment on way forward, including a roadmap and setting up of a taskforce to develop content and steer the process.

The draft DREA strategic and operational plan was developed between August-October 2013, and presented to a Retreat with Partners and Key Stakeholders held in December 2013 in Entebbe, Uganda. The purpose of this Retreat was to sensitize partners and stakeholders on AUC strategic plan 2014-2017, and further facilitate consultation on draft DREA strategic and operational plan, for programmatic synergy, alignment, complementarity, coordination during implementation and, where possible, mutual accountability for results.

## **2. Achievements and Lessons Learnt in Implementation of the 2009-2012 DREA Strategic and Operational Plan**

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### **2.1. Strategic Interventions Areas**

Acceleration of Africa's sustained economic growth hinges on the extent to which agriculture and the rural sector is successfully transformed, so that it leads to increased productivity and competitiveness to spur gainful employment and wealth for the population, hence contributing towards improved quality of life. Similarly Africa's sustainable economic development can neither be conceived nor achieved in isolation from the sustainable management of its environment and natural resources.

With the objective of promoting agricultural and rural development and ensuring food and nutrition security, and achieving sustainable growth and improved livelihoods, underpinned by sound environmental and natural resources management, DREA's core functions include: (a) advocacy for transformation and development, (b) policy harmonization and coordination, (c) strategic communication for political engagement, and (d) resource mobilization and partnership.

DREA's Strategic Intervention Areas are broadly categorized under two broad thrusts, namely, (a) Agriculture, food security and rural economy; and (b) Environment and natural resource management. In citing agriculture, both the crop and animal resources (which includes livestock, fisheries and wildlife) sectors are borne in mind in equitable measure, given that they are both critically important to the well-being, prosperity and economic development of the people of Africa.

#### **2.1.1. Agriculture, Food Security and Rural Economy**

Efforts on the strategic intervention areas of agriculture, food security and rural economy were focused on the following aspects:

- a) Rolling out the Comprehensive Africa Agricultural Development Program (CAADP): Through facilitation and coordination of the CAADP implementation, it has been possible to assist Member States in their efforts to align their policies and strategies in support of their agricultural sector through creating conducive policy environment for enhancing investment, hence spur agricultural growth. More than 40 countries have been engaged with the CAADP process, albeit at different stages, 28 of which having developed their respective Agriculture and Food Security Investment Plans, and still many having attracted significant financial resources to implement these. Successful implementation of these is expected to enhance agricultural productivity and competitiveness, promote trade, and achieve food and nutrition security. Significant efforts have been made in drawing up a methodology of mainstreaming livestock, fisheries and forestry into the National and Regional CAADP Compacts and Investment Plans, and using the methodology to assist Member States and RECs in ensuring that livestock, fisheries and forestry issues are adequately included in the these documents. In addition, there is increasing recognition of the need for promoting review and updating of investment plans to accommodate emerging challenges such as food safety matters, a case in

point being aflatoxins. Such efforts would contribute to the comprehensive approach CAADP has been pursuing for improved effectiveness.

- b) Coordinating and facilitating the implementation of specific AU Decisions on priority initiatives and programs that are aimed at promoting intra-African cooperation for development and self-reliance, including the promotion of plant and animal health, production and trade programs, promotion of regional value chains for strategic commodities for food and nutrition security, the African Fertilizer Financing Mechanism, the African Seed and Biotechnology Program, etc.
- c) Designing and coordination of initiatives and programs that are aimed at addressing the vulnerabilities of agricultural production and livelihoods to natural disasters – for improving adaptation and building resilience. Relevant examples include the African Risk Capacity, a new Specialised Agency of the AU, which provides index weather insurance to African governments against drought to finance humanitarian interventions, making these more timely and cost-effective; and the partnership forged with IGAD and ECOWAS in response to the recent drought in the Horn of Africa and the Sahel regions respectively.
- d) Designing and coordination of the implementation of various initiatives on key policies related interventions, such as the Land Policy Framework and Guidelines, the Policy Framework on Pastoralism, the Policy Framework on Rural Infrastructure, the Pan African Fisheries Policy Framework, etc.
- e) Supporting and facilitating networks of farmers’ organizations with a view to enhancing their capacities to articulate and adequately represent their voices, through the establishment of a Pan African Farmers Forum.
- f) Coordinating and facilitating the implementation of activities aiming at improving livestock, fisheries and forestry production, productivity, animal health and value chains.

### **2.1.2. Environment and Natural Resources**

DREA’s work on environment and natural resources focused on:

- a) Advancing Africa’s Climate Change Agenda, including supporting Africa’s negotiations on climate change at global level, through facilitation of effective coordination around African Common Position on Climate Change, and formulation of an African Climate Change Strategy;
- b) Enhancing the capacities of Member States and RECs in terms of improving supply and access to earth observation and climate information through coordination of the African Monitoring of the Environment for Sustainable Development (AMESD) Program, and operationalizing, in partnership with UNECA and AfDB, the program on Climate for Development in Africa (ClimDEV Africa).
- c) Building Member States capacities for improved performance in terms of discharging their responsibilities and derive benefits from Multilateral Environmental Agreements (MEAs);

- d) Implementation of the Great Green Wall for the Sahara and Sahel Initiative (GGWSSI) – as part of the efforts to combating land degradation and desertification. The Initiative serves as an important platform and instrument towards bringing together key actors and partners at various levels for a concerted action.
- e) Advancing the African Water and Sanitation agenda, in terms of implementation of the Sharm El-Sheikh Commitments on Water and Sanitation, and supporting the Water Basin initiatives.
- f) Facilitating the formulation and implementation of Integrated African Strategy on Meteorology (Weather and Climate Services) to enhance weather and climate service delivery for sustainable development through cooperation among AU Member States.
- g) Facilitating and coordination of the implementation of the Africa Regional Strategy on Disaster Risk Reduction (DRR) and its Programme of Action (PoA) in line with the Hyogo Framework for Action.

DREA has been implementing these key result areas through its three (3) Divisions and six (6) Specialized Technical Offices. These are:

- Agriculture and Food Security Division,
- Rural Economy Division,
- Environment, Climate Change, Water and Land Management Division,
- Inter-African Bureau for Animal Resources (IBAR), based in Nairobi, Kenya.
- Inter-Africa Phyto-sanitary Counsel (IAPSC), Based in Yaoundé, Cameroon,
- Pan-African Tsetse and Trypanosomiasis Eradication Campaign (PATTEC), based in Addis Ababa, Ethiopia,
- Pan-African Vaccine Centre (PANVAC), based in Debre-Zeit, Ethiopia,
- Semi-Arid Food Grains Research and Development (SAFGRAD), based in Ouagadougou, Burkina Faso), and
- Fouta Djallon Highlands Integrated Natural Resources Management Program (FDH), Based in Conakry, Guinea.

In addition DREA has a CAADP support unit that provides the much needed mainstreaming and technical backstopping function in rolling out CAADP. Moreover, DREA coordinates new initiatives such as the Partnership for Aflatoxin Control in Africa addressing specific food and nutrition security and development challenges due to aflatoxins.

## **2.2. Key Achievements <sup>2</sup>**

### **2.2.1. CAADP: Asserting Agriculture as the Priority Sector for Africa's Development**

Over the last decade or so Africa has recognised that enhanced agricultural performance is key to growth and poverty reduction through its direct impact on job creation and increasing opportunities, especially for women and for the youth; on food security and improved nutrition;

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<sup>2</sup> For details, please refer to Annual DREA Progress Reports

and on building resilience. This is due to both the heavy weight of agriculture in African economies and livelihoods, and the strong linkages that agriculture forges with other sectors.

CAADP has been significant in terms of bringing Africa's agriculture at the forefront of development agenda – not just an end in itself, which is a justifiable cause par excellence, but also for a successful socio-economic transformation; in reasserting that this is an African agenda and therefore it should be owned and led by Africans; and in terms of demonstrating the leadership commitment and ownership through allocation of at least 10% of national budget to agriculture.

A decade of CAADP experience has demonstrated that Africa as a region has a well-crafted, home-grown framework guiding policies, strategies and actions for agricultural development; which has been instrumental in bringing agriculture at the centre of development agenda; which has also facilitated mobilization and alignment of multi-stakeholders partnerships and investments around national agriculture and food security investment plans that have been developed through the CAADP process<sup>3</sup>. This is in addition to what Member States could secure investment financing through bilateral mechanisms to support implementation of their NAIPs. CAADP has also been serving as an important platform in mobilising private sector investment – in terms of forging partnerships between local and international private companies, in a series of opportunities created by Member States<sup>4</sup>.

CAADP has also encouraged and facilitated for evidence based planning, review and a sense of mutual accountability for actions and results, as well as for demonstrated African ownership and African leadership, and for active engagement and ownership by Member States.

Credible mechanisms to facilitate effective partnership engagements are put in place as part of this alignment process and strengthening of these commitments. The CAADP Partnership Platform (CAADP PP) has now been increasingly used as an important instrument for joint planning, assessment of progress and experience sharing in CAADP implementation, instilling a sense of mutual accountability. The establishment and operationalization of an M&E system which provides up-to-date information, based on indicators agreed upon by all African stakeholders, on progress on agricultural performance continent-wide and at country level. A Mutual Accountability Framework (MAF) has also been developed, which uses the CAADP M&E outcomes together with an additional set of accountability indicators to facilitate review, dialogue and therefore enhance accountability among stakeholders. Mechanisms such as agricultural sector reviews at country level, and annual CAADP Partnership Platforms are

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<sup>3</sup> CAADP has been providing the much needed platform for engagement following the 2009 AU Sirte Declaration on Investing in Agriculture for Economic Growth and Food Security – the L'Aquila G8 meeting offered a global public window for supporting African agricultural development through the GAFSP. Substantial amount of resources have been mobilized and accessed by a number of African countries to support their NAIPs. Other cooperation frameworks, such as the Africa-Arab Cooperation on agriculture and food security also capitalize on CAADP as a useful platform for investment.

<sup>4</sup> Building on initial partnership models piloted by the World Economic Forum, an Agriculture Growth and Investment Task Force has been established to support governments in engaging private sector partnerships to finance national priorities identified under CAADP. To date seven Member States have been supported to develop investment blueprints that are being used to rally private sector companies to engage government on investment deals.

increasingly being used as review and dialogue platforms in fostering accountability for results on agriculture performance.

A related critical aspect of the CAADP process has been enhancing the capacity of key African institutions at regional and continental levels for them to be able to facilitate and support an effective rolling out of the CAADP framework at country and regional levels on sustainable basis. These institutions include first and foremost the AU Commission, NPCA, RECs but also other actors such as African centres of excellence, farmer organizations, which have clear mandates and roles to facilitate the coordination of CAADP implementation. To this effect, a CAADP Multi-Donor Trust Fund was established at the World Bank, and resources were subsequently being made available to support a number of these institutions for them to enhance their capacity and play their respective roles in CAADP implementation. The Multi-Donor Trust Fund has also been instrumental to support the country processes leading towards preparation and subsequent signing of CAADP Compacts as well as during the post-Compact engagements to prepare investment plans.

It is significant that to date 40 AU Member States have signed CAADP compacts; 28 among them have developed formal national agriculture and food security investment plans – and these have become their medium term expenditure frameworks for agriculture, thus resulting in improved agricultural planning. Even though few countries have met the Maputo 2003 target of at least 10 per cent budget allocation to agriculture, on average public agricultural expenditures have risen by over 7 per cent per year across Africa since 2003, nearly doubling public agricultural expenditures since the launch of CAADP<sup>5</sup>.

While much could be said over the CAADP process, which should be recognised as crucial, ultimately success is to be measured by the results that it helps deliver on the ground. Over the last few years, African economies have been growing rapidly and offering much greater scope for modernising African agriculture. Annual agricultural GDP growth has averaged nearly 4 per cent since 2003 – well above the agricultural GDP growth rates for the previous several decades. However, such growth was arguably associated with more land area having been put under cultivation (which rose by more than 25 per cent over the last 10 years), rather than more widespread adoption of higher-yielding and disease resistant crop varieties; greater application of fertilisers on staple grains; etc.

It is significant to note that in most African countries, it is the improvement of agriculture's performance that can explain achievement of pro-poor growth. Empirical evidences suggested that a 1 per cent gain in GDP originating from agriculture generates a 6 per cent increase in over all expenditure of the poorest 10 per cent of the population; in contrast a 1 per cent gain in GDP originating from non-agricultural sectors creates zero growth.<sup>6</sup>

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<sup>5</sup> Recent evidences show that nine (9) countries have reached or surpassed the 10% budget allocation target. Another group of nine (9) countries are currently spending between 5 and 10 percent, with increasing trend. It is expected that such a positive trend will be further enhanced with operationalisation of the investment plans.

<sup>6</sup> See Conway, G. 2002. *One Billion Hungry: can we feed the world?* Cornell University. Pp88; also World Bank 2007. *World Development Report 2008: agriculture for development*. Washington DC: World Bank.

However success calls for more than farm production: it requires better functioning agricultural markets and increased market access and trade; increased private sector investment along the value chains; increased availability and access to food and its utilisation; social protection; and improved management of natural resources and the environment for sustainable agriculture. In this respect, some significant breakthroughs have been reported, including Ethiopia's Commodity Exchange, its specialised geographically denominated premium coffees, and its rapid climb in global flower exports; Kenya's dairy sector, sweet potatoes, and horticulture especially vegetables; Malawi's farm inputs programme and the building of public-private partnerships in the cotton sector; Zambia's conservation agriculture; Somalia's enhanced export of livestock to the Middle East; and Nigeria's rice and cassava production and processing sector.

These and other related efforts have definitely contributed to the recent growth in exports after long stagnation and even decline.

Several Member States<sup>7</sup> have also achieved significant improvements in tackling the challenges of hunger, undernourishment and extreme poverty. These successful experiences are strong indicators that inclusive growth as advocated under CAADP is a long-term process requiring significant and continuous budget allocations over time as well as concrete and appropriate policies, programmes and strategies coupled with strong political commitment and leadership.

## **2.2.2. Progress in Implementation of Flagship Programs in Agriculture and Rural Economy**

- a) **The African Seed and Biotechnology Programme (ASBP):** In collaboration with the FAO, institutional arrangements have been put in place for the effective implementation of the ASBP, including the establishment of the Forum for African Seed Testing (FAST) which presently has its secretariat located in the Kenyan Plant Health Inspectorate Services (KEPHIS) in Nairobi, Kenya. This forum is developing seed quality testing protocols and standards in order to promote seed trade. In addition, the Forum is promoting exchange of technologies in seed science and technology among AU Member states thus enhancing technology dissemination and adoption on the continent. The programme has contributed towards an increased awareness and appreciation of the challenges faced by the seed sector, and therefore AUC's continued leadership in mobilizing partnerships for enhanced actions.
- b) **The African Fertiliser Financing Mechanism (AFFM):** Financing Instruments and Institutional Framework for the Operationalisation of the AFFM, as well as the Fund itself have been established at the AfDB. However, efforts towards operationalization of the Fund are still continuing.
- c) **The African Land Policy Initiative – LPI:** since its adoption, the AU Framework & Guidelines on Land Policy in Africa (F&G) has been serving as an important advocacy instrument to trigger debates on land issues in Africa and globally. A joint secretariat (AUC-

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<sup>7</sup> For example, African Countries that have already reduced by half or more the number of undernourished estimated in 1990/92 and so attained the World Food Summit (WFS) target include Djibouti and Ghana. Moreover, Algeria, Angola, Benin, Cameroon, Malawi, Niger, Nigeria, Togo have already attained Target 1.c of the first Millennium Development Goal (MDG), having reduced their prevalence of undernourishment by 50 percent or more compared to the level of 1990/92 or having reduced it below 5 percent.



AfDB-ECA) has been established to facilitate implementation. Regional taskforces are also in the making to support the efforts of Member States as they engage with land policy reviews/formulation. A capacity building programme is being implemented through financial support provided by the EU. Capacity constraint to respond to the growing demand for use of the F&G by Member States hinders progress. While the capacity building programme contributes to addressing some of this challenge, it is important that this be addressed more strategically.

- d) **Capacitating Agricultural Producers: *Farmers and Pastoralists*:** efforts in respect of assisting the network of regional farmers organizations has led to the establishment of the Pan-African Farmers Forum (PAFFO), which is expected to enhance the capacity of farmers and their organisations to articulate their voices in an organised and strong manner as part of the policy making and implementation process. As regards pastoralism, the adoption of the AU “Policy Framework for Pastoralism in Africa”, by the AU Summit held in January 2011 in Addis Ababa, Ethiopia, is expected to contribute towards creating and improving the enabling environment for African pastoralists to play their rightful roles in the process of socio-economic development process. DREA will continue to engage Member States, RECs, and partners to facilitate the implementation of this important Policy Framework.
- e) **Promotion of Trade Related Capacities:** Efforts have been exerted to promote Ecological and Organic Agriculture (EOA) on the African Continent, create awareness on Geographic Indications (GIs), as well as to enhance Sanitary and Phytosanitary (SPS) capacities for food safety and nutrition. The Partnership for Aflatoxins Control in Africa (PACA) has been launched and operationalized.
- f) **The Inter-Africa Phytosanitary Council, AU-IAPSC**

The main focus of the phytosanitary coordination and assistance work of the Commission was directed at strengthening the phytosanitary capabilities of Member States with a view to improving crop production and productivity, ensure food security and promote trade in accordance with international phytosanitary treaties and standards. These were achieved through conducting a comprehensive phytosanitary capacity assessment which was subsequently used to guide the development of national and regional strategic plans; harmonization of pesticides registration laws; control of transboundary pests; establishing an effective surveillance programme to provide a basis for developing and updating national and regional pests-list and an information management systems for phytosanitary/trade data; maintaining a regular consultative forum on the International Standards for Phytosanitary measures with national plant protection organizations; and continuous capacity strengthening through provision of training on Pest Risk Analysis and Pest diagnostic invasive pests and Surveillance procedures.

- g) **Improvement of Rural Livelihoods in Semi-Arid Areas: AU-SAFGRAD**

DREA’s specialized agency on Semi-Arid Food Grains Research and Development (SAFGRAD) has been instrumental in enhancing regional partnership networks and providing support to Member States to contribute towards their efforts - in promoting agricultural research and development. SAFGRAD has supported and coordinated efforts

done by Member States to control parasitic weeds for boosting crop production. Similarly through the project on biological control of insects that affect fruits production and trade, SAFGRAD has brought together and facilitated exchange of regional expertise and other resources for successful implementation of the project, including putting in place an Insectarium in Burkina Faso which can serve the sub-region, and training of experts from Member States with a view to promoting regional actions. SAFGRAD, in collaboration with partners, continues to work towards strengthening the capacities of Member States and other relevant actors in selected relevant themes including on resilience to climate change and desertification.

### **2.2.3. Progress in Implementation of Programs on Animal Resources**

DREA's work in promotion of animal resources programs are organised through its three specialised technical offices (STOs), namely the Inter-African Bureau for Animal Resources (AU-IBAR), the Pan African Animal Vaccines Centre (AU-PANVAC), and the Pan African Tsetse and Trypanosomiasis Eradication Campaign (AU-PATTEC). Each of the three STOs has a specific mandate to accomplish. AU-IBAR's mandate has been to support and coordinate the development and utilisation of animal resources (livestock, fisheries and wildlife) for the well-being of the people and for economic development of AU Member States. AU-PANVAC's mandate is promoting the availability of safe, effective and affordable veterinary vaccines and diagnostic reagents, to facilitate the development and the introduction of improved or new vaccines and strengthen Africa's capacity building in veterinary vaccine development production and quality assurance. And, AU-PATTEC is mandated to provide leadership in the progressive creation of tsetse and Trypanosomiasis free areas on the African Continent within the shortest possible time through collective and concerted action by AU Member States, while ensuring improved human and animal health, enhancement of human, animal and agricultural productivity, increased responsible use of natural resources and that the reclaimed areas are sustainably, equitably and economically exploited.

Some of the achievements through the leadership of AU/IBAR include:

- The global declaration by the World Organisation for Animal Health (OIE) and the Food and Agriculture Organisation of the United Nations (FAO) of freedom from Rinderpest, which continues to serve as the foundation and model for the control of other Trans-boundary Animal Diseases (TADs). This clearly constitutes one of the hallmarks of the reporting period. AU-IBAR, in collaboration with AU-PANVAC, led and coordinated a long campaign of efforts aimed at eradicating the disease in Africa.
- Institutional capacity strengthening in combating trade-sensitive diseases of livestock, improving animal health certification to enhance livestock exports and creation of employment opportunities and enhancing trade infrastructure;
- Enhanced coordination of fisheries development initiatives among Member States, RECs, and Fisheries Bodies;
- Facilitation of the establishment of community based mechanisms for the management of grazing and water resources for livestock in hot-spots in West and East Africa;

- Capacity strengthening of the emergency relief and preparedness of Member States for early detection and response against Avian Influenza;
- Mobilisation of resources as part of the response to the food crises in the Horn of Africa Region for use in livestock specific interventions aiming at strengthening the capacity of livestock keepers to cope with food insecurity;
- Capacity strengthening of Member States to carry out disease prevention and control interventions;
- Facilitation of Member States in the formulation and adoption of African common positions on matters related to animal health and food safety standards in international SPS standard-setting fora;
- Establishment of a Pan African Forum for livestock Exporting Countries (PAFLEC) as well as the analysis of marketing pathways;
- Facilitation of negotiations between livestock exporting countries and importing countries in the horn of Africa, resulting in enhanced export of livestock from the region to the Middle East; and
- Promotion of partnerships to advance the African agenda on animal production and animal health (through ALive, ISCTRC, etc.), among others;

Through the efforts of PATTEC the following have been achieved in the areas of capacity building; T&T affected Member States buy-in in the PATTEC initiative and partnership building and collaboration:

- Hundreds of professionals and technicians drawn from 30 T&T affected countries have been capacitated with knowledge and skills in planning and execution of PATTEC Projects and the application of Geographical Information Systems Technology in planning, implementation and monitoring and evaluation of T&T interventions.
- T&T affected Member States buy-in in T&T interventions has been demonstrated through a number of ways, notably, the increased visibility of T&T as a public good, the commitment to securing loans to address the T&T problem as exemplified by Burkina Faso, Ghana, Mali, Ethiopia, Kenya and Uganda, the use of resources generated from within the countries themselves as exemplified by Angola, Zambia, Nigeria, Gabon, Tanzania, Cameroon, Zimbabwe, Sudan, South Africa, Equatorial Guinea and Chad. These commitments have resulted in the eradication of T&T from Botswana and Namibia and the successful suppression of tsetse flies in around 150 000 km<sup>2</sup> in the following Burkina Faso, Ghana, Mali, Ethiopia, Kenya and Uganda, Angola, Guinea, Zambia, Zimbabwe, Senegal, Tanzania. Additionally, 14 Member States have signed the Kinshasa Agreement to work together to eradicate tsetse.
- The AU-PATTEC Coordination Office has strengthened partnership and collaboration with regional (AfDB, ECCAS, SADC, CEMAC, ECOWAS, EAC) and international organizations (WHO, IAEA, FAO, ILRI, ICIPE, FIND, USDA, BADEA, FAO, etc.) in the areas of technical, financial and material support. The PATTEC office has been upgraded to the level of Technical and Scientific Office to coordinate T&T activities at continental level and collaborates with all stakeholders including multi and bilateral partners. The Arab Bank for

Economic Development in Africa (BADEA) can be singled out as the newest partner who has committed to support the creation of 1 million square kilometres tsetse free areas in support to the food security initiative.

Through efforts of PANVAC, it has been possible to achieve the following:

- Increased use of the International Independent Quality Control of Veterinary Vaccines service provided in Africa by PANVAC, by Member States as a result of which the number of certified vaccines used in the vaccination campaign has increased considerably. This will have a growing impact on the improvement of animal health on the continent.
- During the period under review, AU-PANVAC was designated as the World Organisation for Animal Health (OIE) Reference Laboratory in quality Control of Veterinary Vaccines.
- Facilitation of standardization of production of veterinary vaccines through provision of standardization of veterinary vaccines production and harmonization of their quality control techniques.
- Establishment, since 2009, of the main technologies for the production of essential biological reagents. The Pan African Repository of vaccine strains has also been established at PANVAC, with the launch of the Bio-Safety Level 3 Laboratory in October 2011.
- Establishment of an independent husbandry for laboratory animals at PANVAC. In addition, PANVAC, with partners, manages the newly established New Process Development Laboratory which has become fully functional.
- Regularly organized training workshops and technical support services to veterinary vaccines and quality control laboratories of Member States.
- Facilitating the transfer of appropriate vaccine production technologies in Africa, as part of efforts to provide capacity building support to Member States.

#### **2.2.4. Progress on Implementation of programs on environment and natural resources**

##### **a) Addressing Africa's Vulnerability to Disaster Risks**

One of the distinguishing features of African economies and livelihoods is the high vulnerability to natural disaster risks such as drought, floods and incidence of animal and plant diseases and pests. Hence, Africa's agricultural development strategies must of necessity address issues of resilience.

In this regard, efforts have been exerted to put in place systems, mechanisms and capacities that will enable Africa to transition from managing crises, which has dominated the scene, to managing risks of disasters. These efforts have led to three inter-related achievements.

The first concerns development and adoption of a Programme of Action for the implementation of the Africa Regional Strategy for Disaster Risk Reduction (for the period 2006-2015), which provides strategic guidance for disaster risk reduction intervention of Member States, RECs, and development partners – based on which institutional mechanisms and legislative frameworks are now in place in the majority of Member States and RECs.

The second relates to the operationalization of the African Risk Capacity (ARC), which was established as a Specialised Agency of the AU, which has now held twice its Conference of Parties since February 2013. ARC is envisaged as African owned, standalone financial entity that will provide African governments with timely, reliable and cost-effective contingency funding in the event of a severe drought by pooling risk across the continent.

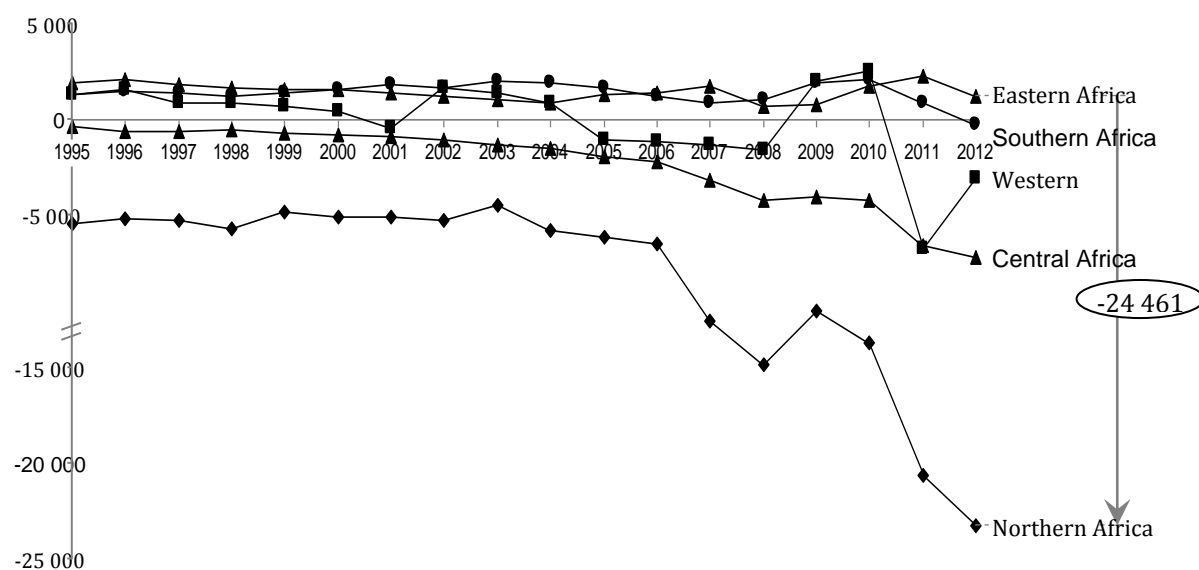
The third is concerned with refocusing of the thrust of DREA's technical agencies such as (SAFGRAD) to explicitly address the challenges of resilience. Effective implementation of these and other related initiatives, including the Climate for Development in Africa (ClimDEV Africa), the African Monitoring of the Environment for Development (AMESD), the Multilateral Environmental Agreements (MEAs), the Great Green Wall for the Sahara and Sahel Initiative (GGWSSI), was expected to contribute towards improved capacity of Member States and RECs to access and utilize climate information for policy making purposes and therefore better preparedness, improved response, and enhanced resilience of African economies to risks of natural disasters.

#### **b) Harnessing Africa's Collective Strength: climate change, desertification and sustainable development**

In a globalised economic and political order Africa's sustainable development hinges on the extent to which it can collectively articulate its common positions and engages the rest of the world with a single voice. This is an area that Africa over the last decade has made encouraging progress, in particular on climate change, desertification and sustainable development.

Africa is the most vulnerable continent to climate variability and change, a situation that is aggravated by the interaction of 'multiple stresses', occurring at various levels coupled with low adaptive capacity. The vulnerability factors in Africa include its high dependence on climate sensitive sectors such as rain-fed agriculture, increased trends in desertification, widespread poverty and weak capacity.

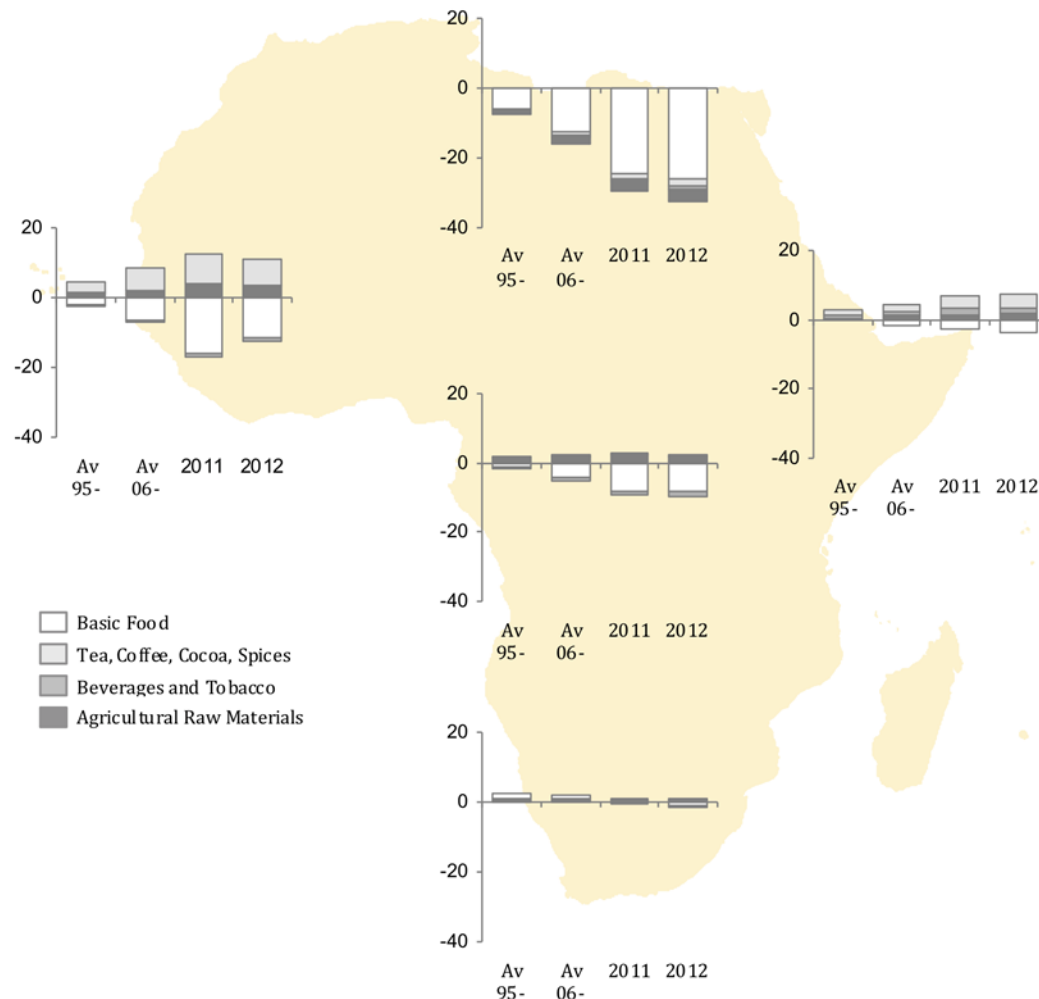
**Fig: Net Food and Live Animal Exports by Region (in Million US\$)**



Data source: UNCTAD; Illustration: AUC

Food and live animals include: Live animals other than animals of division 03, Meat and meat preparations, Dairy products and birds' eggs, Fish, crustaceans, mollusks and preparations thereof, Cereals and cereal preparations, Vegetables and fruits, Sugar, sugar preparations and honey, Coffee, tea, cocoa, spices, and manufactures thereof, Feedstuff for animals (excluding unmilled cereals), Miscellaneous edible products and preparations

Fig: Net Exports by Product Category and Region (in Billion US\$)



Data source: UNCTAD; Illustration: AUC

Since 2007 the AU Commission, through DREA has become an important interlocutor and regional and global player in matters of climate change, desertification and biodiversity. This was largely due to the historic AU Assembly Decisions adopted from February 2009 onwards which essentially charted the way for Africa to do ‘business unusually’ in matters of climate change, desertification and biodiversity negotiations, with Africa to have articulated its Common Position on Climate Change and to negotiate it with a single voice. Subsequent Assembly Decisions established and further refined coordinating mechanisms, notably mandating the Committee of African Heads of State and Government on Climate Change (CAHOSCC) to provide political guidance to the negotiation process. CAHOSCC has since been providing the much needed guidance and direction on strategic issues.

Similarly, a substantive show of African solidarity on environmental affairs was for example demonstrated during the Rio+20 conference since Africa submitted the ‘Africa Consensus Statement’. It is through the unity drive of this collective belief that the issues concerning the evolution of a Green Economy in the context of sustainable development are intimately linked. These quest for unity has demanded the creation of an institutional framework whose importance speaks comparably to the attention accorded to the challenge of climate change. Yet, this collective solidarity has also served to reinstate the imprint of Africa’s contribution to international engagements on environment.

The AU Commission, through DREA, has been actively engaged in providing the much needed facilitation of coordination of these endeavours, and in due course has created crucial capacity for use by African stakeholders. An African Climate Change Strategy has been developed and is soon to be submitted to the African Ministerial Conference on Environment (AMCEN) for validation and endorsement. A Climate Change and Desertification Unit (CCDU) has been established within the Commission, and work towards operationalizing it is currently in progress, as an integral component of the Climate for Development in Africa (ClimDEV Africa) initiative, one of the programmes that the Commission joined hands with the AfDB and the UNECA to champion and further enhance Africa’s capacity to access and utilize climate information for policy making purposes.

### **c) African Monitoring of the Environment for Sustainable Development – AMESD**

Under the African Monitoring of the Environment for Sustainable Development (AMESD) programme, the AUC, through DREA has been supporting African decision-makers and planners in designing and implementing national, regional and continental policies and development plans towards sustainable development thereby advancing the socioeconomic progress and well-being of Africans towards achievement of the MDGs. In close collaboration with the RECs, the AUC facilitated the installation of 107 sets of infrastructure for accessing satellite Earth Observation (EO) and meteorological data in Member States. This ensures continued access to EO-based data and information in Africa.

From 2008 to 2012, the AU Commission, in collaboration with RECs and Regional Implementation Centres (RICs), facilitated the production of 12 regional environmental services (i.e. drought monitoring, vegetation monitoring, bush/wildfire monitoring, agriculture monitoring, early warning systems for water levels and flow rates, monitoring of water balance and flooded forests, land degradation mitigation, natural habitat conservation, fisheries management, ocean biological and physical indicators, oceanographic climatology, and marine currents forecasting). The programme, further, facilitated the development of three continental information packs which provided environmental outlooks and were distributed to Member States.

In an effort to generate capacity to transform the information services into policies, strategies and actions, DREA, through the programme, contributed towards the creation of policy frameworks for the use of satellite data in support of policy and decision making through policy-oriented events and initiatives which created debate and dialogue. This further promoted an active participation of African countries in international environmental and climate events. The AUC



also used the programme's results for reporting progress in the implementation of Multilateral Environmental Agreements (MEAs).

In order to ensure sustainability in the use of EO-based environmental and meteorological data and information, four training centres i.e. Ecole Africaine de la Météorologie et de l'Aviation Civile (EAMAC) in Niamey, Institute for Meteorological Training and Research (IMTR) in Nairobi, South African Weather Service (SAWS) in Pretoria, and the National Meteorological and Hydrological Services (NMHS) of Mauritius were equipped with computers and training software licenses to allow for continued continental training on EO including satellite meteorology. Furthermore, about 1000 African experts were trained, creating a critical mass of technicians with basic skills in EO data, satellite meteorology, e-Station software suite, system administration, EO data processing, production of environmental monitoring bulletins, and maintenance and operation of infrastructure. The programme ensured that capacity development continues by training 60 African experts as regional trainers, who are presently conducting trainings at national level.

The AU Commission, through MESA, continues with capacity development of African institutions and experts, upgrade and provision of infrastructure, and facilitation of the production of products and services produced under AMESD and newly introduced services on climate monitoring, forest management, and coastal and marine resources management. As an environmental monitoring programme, it provides development planners and policy and decision makers with near-real time information that informs sustainable development planning, and policy and decision making processes. The MESA programme runs from 2013 to 2018.

#### **d) The Great Green Wall for the Sahara and Sahel Initiative – GGWSSI**

Implementation of the GGWSSI in thirteen (13) participating Member States have commenced with elaboration of national strategies and action plans through technical and financial support made available through collaboration with the EU and FAO. DREA will continue to support and work together with the pan-African Agency established by CENSAD and other regional institutions to ensure that efforts are aligned and harmonised for better results.

#### **e) Trans-boundary Forest Management and REDD+ Regional Strategy**

Within the framework of revitalizing the contribution of forest and other biological resources to sustainable development and poverty eradication in Africa, the Commission has been working with RECs and regional forest Commissions (COMIFAC, ECCAS, CENSAD, Mano River Union, etc.) towards enhancing regional collaboration in forest resources management through policy harmonization and capacity building through developing trans-boundary forest management systems and mechanisms. An Africa Regional Strategy on REDD+ is being developed in collaboration with Centre for International Forestry and FAO to serve as guideline for AU Member States and the RECs when developing their plans and strategies.

#### **f) Water Resources Management**

Following the 2008 Sharm-el Sheikh Declaration on Water and Sanitation [Assembly/AU/Decl.1 (XI)], DREA's efforts, through technical and financial support provided by Germany (GIZ), has been directed towards collaborating with the African Ministerial Council on Water (AMCOW)

with a view to putting in place a monitoring and evaluation (M&E) mechanism for tracking progress on achievement of Sharm El-Sheikh Commitments by Member States, and to promote sound water resources management on the continent.

DREA has successfully been engaged for the last two years, in mobilizing the key stakeholders and development partners to strengthen the partnership with AMCOW, the Member States and the Regional Economic Communities (RECs) for establishing the M&E mechanism with a view to preparing a regular progress report on implementing the commitments on water and sanitation, to the African Union Assembly on annual basis. Country Reporting Format, Guidelines and Technical Note have been developed and provided to M&E Focal points designated by Members States and who have all been trained of their use for preparing respective country report. The inaugural African Report on water and sanitation was then prepared through self-assessment carried out by forty-two (42) Member States, and the compiled report is recently submitted to the AU Policy Organs for their considerations. The report intends to serve as basis to support some Member States facing challenges of implementation to develop and implement grassroots actions to improve on their performance in achieving the MDGs on water and sanitation before the end of 2015.

Two continental taskforces, namely the African Water and Sanitation M&E Task Force and the African Water and Sanitation M&E Steering Committee, have been formed as part of the M&E mechanism to provide political and technical guidance to regularly guarantee the quality of the annual report to the AU policy organs. These taskforces have been engaged in developing a more comprehensive set of indicators and parameters that capture the challenges of the whole African water sector. DREA has also prepared a programme for the Establishment of an African Water and Sanitation Information and Reporting System that has received a commitment, from the African Water Facility, of two million Euros for a two year project to implement Phase 1 of the programme hosted at AMCOW-Secretariat. The estimated programme cost for operationalizing this system is eight million Euro; mobilization efforts for which are currently under way.

Regarding the issue of water resources management in Africa, the “2012 Status Report on Integrated Approaches to Water Resources Management in Africa” that constituted Africa’s distinctive reporting at the Rio+20 UN Conference on Sustainable Development (UNCSD) on its progress in implementing Chapter 188 of Agenda 21, was prepared and launched at the 11th Session of the AMCOW General Assembly in Cairo, Egypt in 2012. Activities to implement the recommendations are currently being initiated at various levels. DREA and AMCOW are also jointly spearheading on-going efforts to raise the profile of water in such strategic partnership arrangements as the Joint Africa-EU Strategy, as well as facilitating increased participation of the private sector in water resources management activities. DREA has furthermore been involved in guiding the African Common Position for a Water goal in the framework of the Post 2015 and SDG processes.

DREA is continuing with the on-going efforts to foster the implementation of the Africa Water Vision 2025, in the Phase II of the GIZ Support Programme for implementing the 2008 Sharm

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<sup>8</sup> Protection of the quality and supply of freshwater resources: application of integrated approaches to the development, management and use of water resources.

El-Sheikh Declaration, which was commissioned in June 2013 with a two million Euros contribution from the Government of the Republic of Germany.

**g) Capacity building project on Multilateral Environmental Agreements (MEAs)**

Since its launch in 2009, the Project has been implementing activities in the areas of enhancing negotiation skills of African negotiators on climate change, desertification, and Mercury, among others, through facilitating training as well as interaction between the political leaders and the technical experts. It has also contributed towards awareness raising and information exchange through mounting effective advocacy tools and strategies to enhance visibility; and towards promotion of regional conventions and development of adequate regulatory and legislative frameworks, and institutional strengthening. Through this project, it has been possible to support the efforts of RECs and Member States in undertaking consultations and assessment of needs to implement MEAs leading to better environmental management.

**h) Improved Meteorology (Weather and Climate Services) in Africa**

The African Union Commission in collaboration with the World Meteorological Organization (WMO) and Partner Institutions facilitated the establishment of the African Ministerial Conference on Meteorology (AMCOMET) by Member States in 2010. Subsequently, AMCOMET developed the Integrated African Strategy on Meteorology (Weather and Climate Services) that was endorsed by the January 2013 AU Summit. The Strategy sets out priority actions that can be undertaken at national, regional and continental levels. These priority actions are supported by a set of institutional partnerships that bring together AMCOMET and Development Partners to support meteorological (weather and climate) services in the African continent. Currently, the Implementation Plan and Resource Mobilization Strategy for the Integrated African Strategy on Meteorology (Weather and Climate Services) has been developed and are now being validated by Member States and RECs.

**i) The Fouta Djallon Highlands Integrated Natural Resources Management Program**

The objective of the Programme is to ensure the protection and development of natural resources and the environment with a view to contributing to the improvement in the living conditions of the populations in the area and in those of regions watered by rivers taking their sources from the highlands.

In this regard, efforts directed at enhancing advocacy for the promotion of the strategic international character of the Fouta Djallon Highlands has resulted in signing of the Declaration of the International Character of the Fouta Djallon Highlands signed by all the Member States of the Programme (The Gambia, Guinea, Guinea Bissau, Mali, Mauritania, Niger, Senegal, and Sierra Leone). Through enhanced regional cooperation and coordination of the actions for the preservation of the FDH natural resources, a Framework Cooperation Agreement of the Fouta Djallon Highlands Integrated Natural Resources Management has been developed, which is a convention or treaty between countries benefiting water from the Fouta Djallon Highlands. **A**

draft Framework Cooperation between the Programme, River Basin Organisms, and ECOWAS developed. This draft is currently under review.

In terms of coordination of actions and facilitation for resource mobilization, the Fouta Djallon Highlands Integrated Natural Resources Management Project, which was developed in collaboration with UNEP and FAO has been operationalized since the 1st of July 2009, with 29 pilot sites selected in five countries, basic diagnostic studies done, and best land management practices plans, and alternative activities for income generation are being developed with local communities

### **2.3. Lessons Learnt**

A number of useful lessons have been learnt over the last few years through the implementation of the 2<sup>nd</sup> Strategic Plan. Some of the important areas include:

- a) The need for sustaining the Momentum: There has been a consistent call for directing efforts on sustaining the CAADP momentum, as Member States are pursuing implementation. It is necessary to ensure that Member States get sustained and continuous customized support that responds to their respective requirements. In addition, regional efforts need to be supported to facilitate integration and intra-regional trade and development – through the CAADP regional compacts that are currently developed in some RECs (e.g., ECOWAS, IGAD).
- b) Strengthening mechanisms for tracking progress and reporting: A number of Decisions have been adopted by the AU policy organs. However, monitoring and tracking the progress on implementation of those Decisions as well as regularly reporting have been a challenging task. Part of the reason is related to lack of appropriate mechanisms for monitoring and progress tracking by Member States (since implementation is mainly the responsibility of Member States). Work has already begun with respect to developing a CAADP Results Framework, and Water and Sanitation M&E. It will be absolutely necessary that such mechanisms are developed, refined and used for the purpose. Similarly engagement of parliamentarians, farmers organisations, civil society and the private sector need to be further strengthened.
- c) The need for pursuing a multi-sectoral approach: The 10% CAADP public spending target is crucial for leveraging other sources of investment, notably private sector investment in agriculture. Further clarity will be required about the kind of investment in the African context in view of the predominance of smallholder farmers and pastoralists in agricultural production. Mobilisation of domestic saving for investment along the agricultural value chains should receive the attention that it deserves. Attention therefore should be focused on how the policy environment can promote such a private investment (for example, through designing and implementing smart incentives) – hence an important space for public-private dialogue and partnerships. This also underlines the important point that this agenda is clearly multi-sectoral; hence the significance of engaging other sector ministries and actors – trade, finance, economy, energy, transport, health, communication, etc.
- d) Strengthening and streamlining common positions: Useful lessons have been drawn from the experiences of the coordination work related to formulation and advancement of African

Common Positions on climate change, on sustainable development and on animal health and foods safety standards. More recently the African Ministerial Conference on Environment (AMCEN) resolved to advance common position on desertification and biodiversity, and requested the Commission to facilitate the process. Therefore, refinement and enhancement of the quality of interventions in facilitating and coordination of African Common positions on wide ranging themes should be one of the central thrusts in the future.

- e) Enhancement of Member States and RECs capacities should be accomplished in a continuous process. Efforts to sustain such capacities in the areas of climate information and earth observation, animal resources development, multi-lateral environmental agreements, disaster risk reduction, etc., have resulted in agreements with partners to continue provision of support.

### **3. Situational Analysis - Strategic Plan Context**

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#### **3.1. Agriculture and the Rural Economy**

More than three-quarters of Africans live in rural areas depending on agriculture and natural resources for their livelihoods. Agriculture (including livestock and fisheries) and environment contribute the lion's share to the GDPs of most of African countries. Correspondingly the performance of agriculture and the rural economy has a direct and consequential impact on overall performance of the economy. These will have far reaching ramifications on the achievements of inclusive growth, transformation, poverty reduction, social development and other goals.

Africa is blessed with abundant land and natural resources. African land area is 12 times larger than India's, with lesser number of people. Still, much of world's uncultivated arable land is located in Africa. Africa is also blessed with abundant water resources, including but not limited to the 63 international river basins.

Despite the numbers above, agricultural production and productivity have been one of the lowest in the whole world: on average, cereal yields in Africa are estimated to be about a quarter of those of other major developing regions – and have barely increased in the last three decades. The picture for livestock productivity is no different, since significant health and production challenges constrain livestock development and trade in Africa. The livestock sub-sector is estimated to contribute close to 30 per cent of the total Agriculture GDP.

Part of the reason is because little investment goes to African agriculture – with the result that African farmers use less than 10 per cent of the amount of fertilizer in Southeast Asia; yet about 16 per cent of all soils in Africa are classified as having low nutrient reserves while in Asia the equivalent figure is only 4 per cent. Drought is a more recurrent phenomenon in Africa than in other regions negatively impacting production and livelihoods, yet less than 7 per cent of Africa's crop land is irrigated compared to 40 per cent in Asia.

Largely due to such an under performance, Africa finds itself as the continent which fails to grow enough food to feed its own citizens. Hunger and poverty are prevalent – according to estimates by FAO, 240 million Africans, or a quarter of the entire population of the continent, do not eat well for their health and well-being.

This is aggravated by the precarious state of the environment that supports the agricultural resources base. About 70 per cent of Africa's land is under arid or semi-arid environment, with severe degradation of natural resources undermining land productivity and exacerbating the vulnerabilities of ecosystems as well as livelihoods. Africa is also one of the most vulnerable regions to the impact of climate change and climate variability, but with little capacity to adapt. It is estimated that close to 200 million people in Africa experience water stress and 13 per cent of the population go through an incidence of drought every generation[.]. Some regions experiencing water stress such as the Sahel and the Horn of Africa region have been victims of recurrent and persistent drought and famine. In 2012 alone, up to 17 African countries suffered protracted food crisis resulting from recurrent natural disasters and/or conflict, several years of food crisis, breakdown of livelihoods and low institutional capacity. Apart from water stress, climate change impacts in Africa are forecast to include widespread flooding, pests and diseases and migrations.

The state of rural infrastructure is so poor that road density in Africa is 2.5 times less than in Latin America and 6 times less than in Asia. The average transport cost per km for the Douala-N'Djamena (Cameroun-Chad) distance is almost 3 times that of the USA, and 2 times that of Western Europe. This applies to power, water, telephone, internet services, etc., which clearly undermines intra-African trade, productivity and competitiveness. Post-harvest losses, amounting to a staggering estimate of up-to 40 per cent for some crops, poses a significant challenge, but also offers immense opportunities for development of agro-processing and agribusiness in Africa.

Africa trades more with the rest of the world than within itself; Intra-African trade has been between 7-10 per cent against 40 per cent in Europe and 60 per cent in North America, in 2010. According to some estimates, annual agricultural import bill is currently close to US\$40-50 billion (used to be some US\$20 billion in 2006); exports on the other hand, have stagnated at only US\$14-15 billion (see figure below). Extent of dependence is becoming unsustainable!

Recently Africa has registered a positive growth trend in agriculture, which also contributed to the improvement in the performance of the overall economy. However, it is worth noting that most of the growth in agricultural output has arguably come from expansion of land under cultivation, and at the expense of forests, grazing lands, etc., not very much from increased productivity.

With a number of countries embracing the principles of CAADP that calls for allocation of at least 10 percent of their respective national budgets to agriculture, there has recently been an improvement in budgetary allocations to agriculture, but public spending in agriculture in many African countries still stands as little as half of what it is in Asian countries. On the other hand development assistance has been falling from 18 percent in late 1970s to just about 3 percent recently. Therefore, there is a need to properly address the challenges of enhancing investment to spur agricultural growth and productivity.

The fact that yield levels are currently low offers opportunities to make huge productivity gains. For example, if cereal yields were to be doubled to two tons/ha on average - still half of the average in the developing world, which is an achievable target in the short term - Africa would grow an extra 100 million tons of food per year. This would shift Africa to a major food surplus region and help eradicate hunger and poverty on the continent.

### **3.2. Environment and Natural Resources**

Africa's economic growth prospects and poverty reduction efforts will very much depend on progress made to preserve, sustain and manage the environment and natural resources of the continent and address the effects of climate change. It is a matter of profound concern that environmental risks contribute to about 28 per cent of Africa's disease burden.

Some of these risks stem from Africa's poor waste disposal capacities and constrained access to safe drinking water, now pitched at only 60 per cent for the sub Saharan population. About 330 million of people in Africa have no access to safe drinking water, almost a third of the total number worldwide. Furthermore, water scarcity is estimated to increase to 65 per cent by 2025, up by almost 20 per cent since the year 2000. All these would impact adversely on the life-support functions of the environment, and impair the flow of vital ecological services to humans, flora and fauna. Freshwater access and sanitation go hand-in-hand, but the latter is often compromised by the former following the flow of untreated municipal waste water effluents, pollution of ground water sources by nitrate fertilizers, and phosphate-based eutrophication of water reservoirs in dams.

Over the years, more specifically since 1972, despite tremendous strides that were made institutionally and legally, the state of the environment in Africa has been experiencing steady deterioration, with significant threats affecting atmospheric and freshwater resources, land, coastal and marine environments, forests and woodlands, and biodiversity. Pollution levels have grown appreciably as the quest to industrialize and broaden Africa's manufacturing base have materialized without much attention being directed to addressing the requirements of environmental impact assessments. The establishment of environmental institutions has grown rapidly, but the implementation of legislative sanctions has not proceeded at the same pace. For instance, while air quality standards for the transport and industrial sectors, including air monitoring systems, have been institutionalized in many African countries, enforcement has been weak, thereby defeating the real purpose of containing the challenge of outdoor air pollution. According to some estimates about 40,000 deaths occur in Africa as a result of outdoor air pollution.

As regards indoor air pollution, it is estimated that concentrations could well be between 10-30 times the World Health Organization limits. As such, while Africa can boast of having some of the finest policies and strategies on environment, the limited implementation of the various decisions has resulted in economic change that is far from realizing the goals of sustainable development. This remains a key challenge.

Africa has registered considerable success in phasing out leaded fuel as well as in reducing the sulphur content of diesels. But more needs to be done by way of improving energy access opportunities, and expanding possibilities. There is need to establish robust waste management

regimes in Africa considering the growing use of adverse agrochemicals with extremely toxic properties. Persistent Organic Pollutants (PoPs) form part of the growing chemical stockpiles, many of which consist of obsolete pesticides, and therefore increasing the risks of pesticide poisoning in Africa. Adding to this environmental burden is the burgeoning e-waste stream, caused mainly by the phenomenal growth of the ICT sector, most notably characterized by the increased use of mobile telephones and computers. Dumping of chemical wastes has also generated acute environmental hazards. In West Africa, the dumping of highly toxic chemicals in 2006 led to 17 deaths and over 30,000 people rendered acutely ill in the process.

As Africa's consumption of chemicals (agricultural, industrial and consumer) is predicted to rise, several measures need to be put in place as a matter of urgency. Firstly, Africa must participate effectively in the negotiations of the major chemical and waste conventions with a common position. Secondly, Member States should beef up legislative instruments and promote the application of the Polluter-Pays-Principle. In addition, regional cooperation arrangements need to be strengthened to facilitate implementation of the Minamata, Vienna/Montreal, Basel, Stockholm, and Bamako conventions. Anti-dumping acts and regulations should be put in place by Member States, and strictly applied.

Africa's vulnerability to climate change is aggravated by the massive dependence of the majority of its population on environmental and natural resources. When weather conditions change as a result, the adverse impact on livelihoods is felt very directly; it leads to income, food, and nutrition insecurities. Moreover, African countries would be able to cushion themselves against climate change excesses if adaptation was not exacerbated by lack of economic diversification and absence of insurance systems. Addressing these concerns would enhance the flow of investments in the climate sensitive agricultural domains by significant quantities. The establishment of the Africa Risk Capacity is designed to address some of these challenges.

At present, Africa's population lacks the robust coping mechanisms and safety nets to deal with extreme weather events sparked by climate change. Governments are therefore urged to enhance the adaptive and coping capacities of communities, their disaster preparedness and response capacities, and implement the National Adaptation Plans (NAPs) through action-oriented instruments. But the process of building climate resiliencies has been handicapped by the weak implementation of such plans, inadequate funding, and failure to integrate for instance the National Adaptation Plan of Actions (NAPAs) into national budgets and development planning processes.

It is needless to stress the important existing link between climate change and biodiversity. It is therefore evident that the negative impacts of climate change have dire consequences on biodiversity and the ecosystem. African communities still meet their energy, food, shelter and medicinal demands from the ecosystem, including from wetlands. Loss of biodiversity negatively impacts on the livelihood of African communities and consequently on their socio-economic status. Africa's natural resources therefore need to be preserved and protected at all costs. The key biodiversity related conventions such as the UN Convention on Biodiversity and its Protocols, the Maputo Convention, the Convention on Conservation of Migratory Species, the Convention on International Trade in Endangered Species of Wild Fauna and Flora the Ramsar Convention on Wetlands should be ratified and implemented by all African countries.



Coastal and marine resources represent a treasure trove of wealth that remains to be tapped for the benefit of many African countries. Six island states and 33 countries of mainland Africa share coastlines. But marine pollution has been a serious hazard, of which 80 per cent stems from land-based activities involving flows of untreated sewage, agricultural run-off, and chemical wastes. For the vast benefits to be realized, actions to mitigate against such adverse complications should be set in motion, including rapid ratification of the Bamako, Nairobi, and the Abidjan conventions; promote Marine Protected Areas, and enhance the capacities of the Integrated Coastal Zone Management institutions.

As regards land, Africa has experienced severe forms of land degradation in recent years. It is estimated that in Mali, Lesotho, Ethiopia, and Burkina Faso, 60 per cent of the population live in degraded land. The consequences on agricultural production have been drastic. In fact, agricultural losses have ranged between 2-40 percent, the worst globally.

Efforts to promote sustainable management practices have grown over the years, with the Great Green Wall for the Sahara and the Sahel Programme being a pre-eminent one in this regard. It would also be necessary for governments to be circumspect towards land tenure regimes that grant foreign investors the license to undertake types of production that alienate African farming communities and therefore deprive locals the productive land committed to promoting food self-sufficiency. This also includes caution towards land investments having adverse effects on the environment such as giving licences that lead to deforesting pristine forests for agricultural land expansion. Hence, regulation of land acquisitions through contractual arrangements that undermine national food security mechanisms should be improved. Those that reduce forest cover and enhance inefficient water use should also be avoided. The F&G on land policy should be an important instrument in supporting Member States to address some of these challenges.

In 1990, Africa had 31.2 per cent forest cover, but by 2010, this had fallen to 28.1 per cent. The decline in forest cover threatens rural livelihoods and biodiversity, and is associated with over exploitation and conversion of forests to other uses driven by population growth, economic development and the drive to fulfil basic needs of populations. Adverse climate trends are almost a certainty and climate change is already compounding the trends in resource degradation and resulting in loss of decades of hard-won development gains with increases in floods, loss of biodiversity, desertification, water scarcity, droughts and other effects. The continent needs to address climate change with renewed urgency and ensure climate-resilient development through adaption and mitigation.

Environmental resources management is essential to the sustainable development of African Small Islands Developing States (SIDS). Yet SIDS are faced with many constraints: they are particularly vulnerable to climate change and sea level rise due to concentration of population, agriculture and infrastructure in coastal areas. They are prone to cyclones, volcanic eruptions and earthquakes; 13 of the 25 most vulnerable states vulnerable to disasters are SIDS. Shortage of land areas and resources, and rising populations pose a problem of safe disposal of solid and liquid waste. Achieving ecological and economically sustainable use of coastal and marine resources is a challenge. SIDS small size, geological, topological and climatic conditions make freshwater availability a challenge. Also, small size, land tenure, soil types, relief and climate limits land area available for settlements, agriculture, mining, forestry, tourism and infrastructure, creating intense competition between different land use options; a situation further

complicated by degradation of the limited land resources available. In addition, small size, isolation and fragility of island ecosystems render biological diversity as highly threatened.

The integration of environmental considerations into national decision-making processes is therefore considered the single most important step for SIDS to ensure that these problems are resolved.

The overall assessment of Africa's response to its environmental challenge shows progress but faces challenges in coordination, harmonization of laws and policies and weak national institutional and technical capacities. Africa needs to take advantage of new opportunities in the post Rio+20 context and the creation and operationalization of new financing mechanisms to address its sustainable development.

### **3.3. Challenges and Opportunities**

#### **3.3.1. Challenges**

##### *a) The challenges of implementation*

Implementation capacity has been the critical constraint in Africa. African leaders usually adopt important decisions on regional policies and strategies (including the CAADP targets of 10% budget allocation to agriculture and 6% growth in agriculture), but few of these have been implemented on the ground. A decade of CAADP experience has laid firm foundations for accelerating implementation and investment into African agriculture. The CAADP process has relied excessively on donor support rather than on re-prioritisation of Africa's own public expenditure to favour the sector; and it did not achieve sufficient reform of policies to make agriculture sufficiently profitable to attract significant domestic and foreign private sector investment.

##### *b) The challenges of raising productivity levels*

In spite of the positive agricultural performance registered over the last few years, still productivity is at very low levels. Cereal yields in Africa average only 1.2 tons/ha – the lowest in the world. As indicated above, the rate of intensification for better yields is way below required levels. Although Africa has one of the largest populations of livestock in the world, the continent has never fully exploited the potentials of the sector to significantly contribute to economic and social well-being, drive and support efforts to reduce poverty, create wealth, strengthen food security and accelerate economic growth. The productivity of its livestock is (sentence from Karim) and the continent still faces a shortage of livestock products.

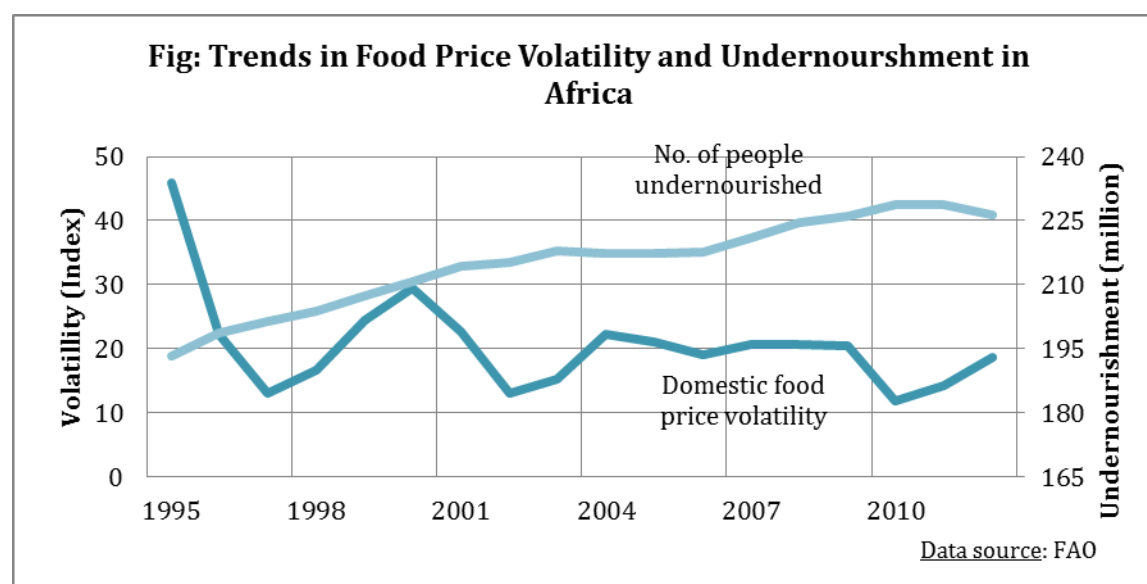
##### *c) The challenges of building resilience against shocks*

Agricultural productivity and food security in the African context should be linked with resilience of livelihoods and adaptation of production systems to climate variability and climate change. The extent to which African agriculture sufficiently adapts to climate change and climate variability determines the options for successful agricultural growth and economic transformation. In African agricultural systems, which are primarily rain-fed, adaptive capacity is inherently related to the ability to maintain or to buffer ecosystem productivity under climatic

stress. This requires implementing adaptation measures that reduce vulnerability and building resilience. Livestock is particularly vulnerable to climatic shocks, with droughts being the most frequent occurrences resulting in loss of animals due scarcity of water and pastures and in increased occurrence of animal diseases.

*d) The challenges of eradicating hunger and self-reliance for food and nutrition security*

Current positive economic growth rates notwithstanding, there is concern that Africa is the only continent where it is unlikely that many countries will meet most of the Millennium Development Goals (MDGs), especially the goal of eradicating extreme poverty and hunger by 2015. The fact that economic growth have been running parallel with declining per capita food production remains Africa's structural paradox. Africa's dependence on food import has risen from about 12% in 2000 to about 18% in 2010 for crops; and from 4% to 8% for meat during the same period.



Over the last few years the world has seen a series of inter-related crises: the energy, financial and food crises. The fuel crises had brought a new dimension to the food security equation not only through its effects of rising costs of food production and transportation, but also reducing availability of food on world market as some food crops are increasingly used for bio-fuel production. Moreover, economic growth in some regions (Asia) resulted in a sharp shift in consumption patterns causing substantial increase in demand for food, also contributing towards triggering of the global high food price rises. These signalled a strong message for regions such as Africa which are traditionally dependent on food imports to achieve their food security: that is, having the purchasing power did not guarantee access to food on the world market; a fact that should motivate Africa to seriously consider self-reliance as a viable course of option.

*e) The challenges of Globalisation*

Globalization presents both an opportunity and a threat in the African agricultural sector. It offers the opportunity to serve markets beyond local and domestic ones, but at the same time exposes producers to the full force of international competition, including highly efficient low-cost producers from other developing regions and those nations that enjoy subsidies and threats to the ecosystems including increased pressure on the resources and loss of biodiversity.

### **3.3.2. Opportunities**

#### *a) Sustaining the momentum and building on progresses achieved*

One major sign of progress in the last decade is that Africans have taken greater political leadership of efforts to accelerate the pace of agricultural development and food security. What is crucial in the immediate is aligning this political will with the requisite technical capacity and resources to get things done – this means getting priorities right, being selective and realistic in designing programmes, and aligning political, technical and economic energy for action.

It is absolutely necessary to continuously reassert African ownership and leadership of initiatives and programmes, aligning partnerships, with a renewed focus on implementation and on results – through enhancing implementation capacities.

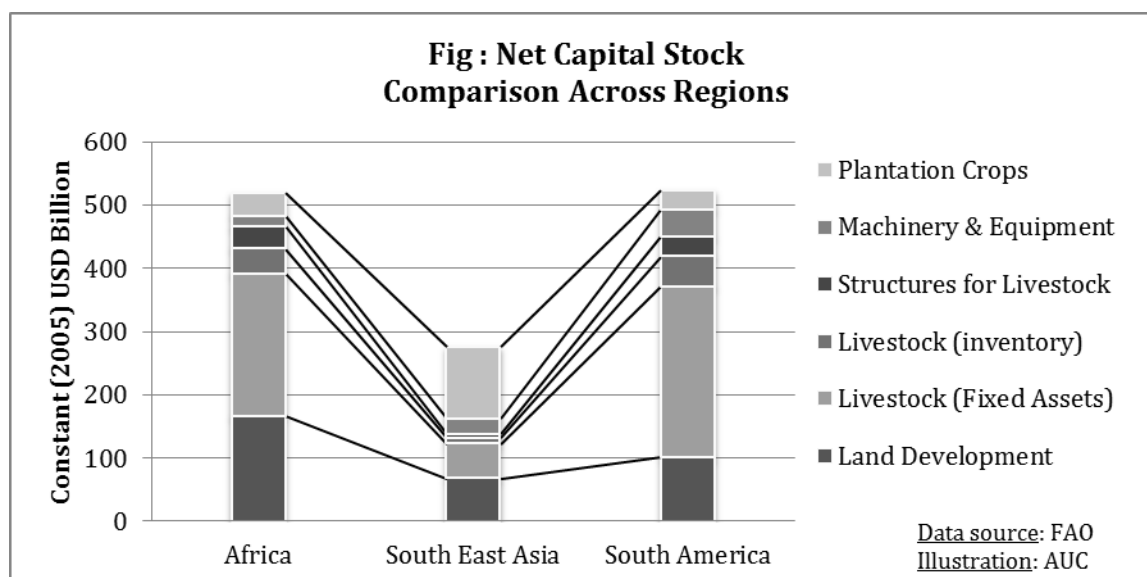
Africa has to acquire cutting edge technologies, produce enough so as to negotiate and capture a growing proportion of lucrative global markets, enhance investment that increases the quantity and quality of jobs for its growing youthful population, and leverage its natural resources and place a higher market value on them in line with global markets and values.

#### *b) Taking advantage of emerging opportunities*

It is significant that the so-called “mega” global trends constitute Africa’s agenda. In terms of population and demographic dynamics, with its fastest growing population Africa will catch up with China and India by around 2025 and bypasses both thereafter. Africa, like India, is also the region where the working age population is rising, hence with high and increasing demographic dividend. With the majority of this increase coming from a rural source, urban markets cannot absorb it; hence agriculture will continue to be the dominant sector for employment. This is despite the fact that Africa is urbanizing rapidly and its urban population is expected to reach 50% by 2035. Transformation of the food markets offers immense opportunities: according to WB estimates, African urban food markets are set to increase four fold to exceed US\$400 billion by 2030 generating significant demand for processed foods and for market logistics.

With such a demographic dynamics coupled with recent economic growth, Africa’s demand for global products (consumption, technology, investment) is rising, as is also the case for the global demand for Africa’s natural resources (land, water, minerals, forest products, etc.).

Also, notwithstanding current low levels of productivity but also owing to this, Africa presents with the highest potential for agricultural revolution – just doubling productivity levels (which is achievable) raises Africa’s production by 100 million tons of food per annum, effectively shifting Africa’s status to a surplus region. Africa has abundant potential (land, water, people) to produce agricultural commodities not only to feed its own population, but also to contribute towards feeding the world.



Such dynamics necessitates that Africa must diversify its production, not only to raise value of production but also to meet changing consumption patterns due to urbanisation as well as changing global and continental demands for food, and at the same time to provide the jobs needed and the opportunities for youth.

However, agricultural growth is not only determined by the on-farm productivity of targeted agricultural commodities but also by market access opportunities and conditions, thus also by infrastructure that makes access possible.

Markets that do not offer farmers a profit cannot encourage continued commitment to invest. Also, because many countries are small and have limited markets and capacities, regional agricultural strategies, with complementary policies and extension systems to maximize the spillovers of technologies, will be helpful.

A further dimension to the changed environment for African agriculture is the fact that there is now a global appreciation that land is a scarce resource. Water is also becoming increasingly scarce in other parts of the world. The perception that Africa has significant land and water resources meant that it has become a target for foreign investors who see significant long term potential. The rapid foreign-investor acquisition of and access to land, water, forest and mineral resources, needs to be managed better. For this trend to realise more positive than negative consequences, Africa needs to develop enforceable policies and guidelines that promote responsible and inclusive development.

### *c) Embracing an inclusive growth strategy*

African women contribute the largest part of the labour used to produce food for household consumption and for sale. Enhancing opportunities for women must in large part be about enhancing their agricultural productivity and the potential to increase their agricultural production and participation in the value-chain higher up. Priority interventions in the future

must address women's access to knowledge and information, their skills, and their access to land and finance. Improved, disaggregated data is needed to identify constraints that women face and opportunities that can be created.

The youth will hold the key for success and they must find the sector attractive – in terms of incomes, in terms of their self-image, and its technological excitement, given that they are far more educated than those currently in farming.

The agenda on eradicating hunger in Africa is not separate from the growth agenda. It can only be addressed through designing and implementing robust interventions that link growth with entitlement considerations – focused on enhancing productive potential of all actors including the vulnerable groups and institutionalising multi-sectoral accountability systems and practices for results. Africa must collectively march on its resolve to eradicating hunger by 2025 through addressing not only issues of availability but also access and affordability of nutritious food to all its citizens.

*d) Enhancing mutual accountability for results*

Africa has made significant strides in getting commitments adopted. This must be matched with corresponding commitment on mutual accountability for actions and results. The CAADP Results Framework, and a Water and Sanitation M&E mechanism that are currently being developed should be a useful instrument in measuring results and ensuring mutual accountability. Plans are also underway for the development of a policy framework for utilization of animal resources in Africa; it is expected that this will result in a comprehensive M & E framework that specifies roles and responsibilities of relevant stakeholders.

## 4. DREA's Strategic and Operational Plan, 2014-17

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### 4.1. Foundations of the DREA Strategic and Operational Plan

The foundations of the DREA Strategic and Operational Plan are as elucidated in the AUC strategic plan.

**DREA's Vision:** A transformed sustainable agriculture that guarantees food and nutrition security and equitable economic growth for all citizens while ensuring sound environmental management and sustainable use of natural resources.

**DREA's Mission:** To develop and promote the implementation of policies and strategies aimed at strengthening African Agriculture and sound environmental management; by working with AU Member States, RECs, African Citizens, Institutions, and other Stakeholders.

### 4.2. The link with overall goal & vision of the AUC Strategic Plan, 2014-2017

As could be gleaned from the overall goal and expected impacts of the AUC Strategic Plan, 2014-2017, increased agricultural productivity and growth, value addition, improved food security and improved resilience to climatic shocks should contribute to prosperity and reduction of poverty, and ultimately leading towards achieving the overall goal of improved quality of life for African citizens and to an integrated prosperous and inclusive Africa, at peace with itself, playing a dynamic role in the continental and global area.

### 4.3. Strategic Concerns and Priorities

The AUC Strategic Plan, 2014-2017, outlines 8 priorities, of which Priority Number 2 reads “expand agricultural production, developing the agro-processing and business sectors, increase market access and attain Africa’s collective food self-sufficiency and nutrition through promotion of smallholder agriculture, sound environment, climate change and natural resource management”.

This is quite loaded a representation of the priority; but the explicit enumeration of the specific items seems to be intended to highlight their strategic significance. The messages are clear:

- a) The strategy recognizes the crucial significance of addressing the structural bottlenecks of agricultural production and productivity.
- b) It cautions that productivity interventions should however not be limited only to the sphere of agricultural production; but to also embrace agro-processing, agribusiness sectors, and market

access, which are crucial for value addition, gainful employment, competitiveness, promotion of trade, and even for sustained agricultural productivity.

- c) It makes a case for attaining Africa's collective food self-sufficiency and nutrition as a primary goal – which has far reaching implications in terms of addressing Africa's chronic deficiency in food production and its unsustainable dependence on imports. This also has implications for promoting Africa's strategic commodities through value-addition and intra-Africa trade.
- d) It deservedly accords primacy to promotion of smallholder agriculture to achieve the intended goal. This is fundamental because smallholder agriculture is the major preoccupation and source of livelihoods for the majority of Africans. Progress made in this sector will have positive and direct spill over effects on inclusive growth, poverty reduction and ending hunger.
- e) Finally, the strategy also recognizes sound environment and natural resources management as an integral part of the goal.

**Box 1. The Eight AUC Priorities, 2014-2017 Strategic Plan**

1. Promote peace and stability, including regional initiatives, good governance, democracy and human right as a foundation for inclusion, security and the development of the continent and its people.
2. Expand Agricultural production, developing the Agro-processing and businesses sectors, increase market access and attain Africa's collective Food self-sufficiency and nutrition through promotion of smallholder agriculture, sound environment and climate change and natural resource management.
3. Promote inclusive economic development and industrialization through the acceleration of infrastructure development projects that will aid economic integration and utilization of the continent's mineral and other natural resources.
4. Build Africa's human capacity through the prioritization of Primary Health Care and Prevention; Education, skills development and investment in science, research and innovation, access to clean water and sanitation with inclusion of the vulnerable groups.
5. Mainstream the participation of women and the youth in all priorities and activities of the Union and the continent.
6. Implement strategies of resource mobilization, with special emphasis on alternative source of funding, and/or additional funding to enable Africa to finance its programmes and development.
7. Strengthen a people centred Union through active communication of the programmes of the African Union, the branding of the Union and participation of Member States and other stakeholders in defining and implementing the African agenda.
8. Strengthen the institutional capacity of the AUC, the RECs and other organs, and its relations with strategic and other partners.



As will be discussed below, the important components defined in this priority have functional linkages with items in other priorities. It is significant to note that Priority Number 5, i.e., “*Mainstreaming the participation of women and the youth in all priorities and activities of the Union and the continent*” has been identified as a cross-cutting priority that should be integrated within the other 7 priorities.

#### 4.4. Key Result Areas

DREA will focus on the following 4 Expected Outputs, or Key Result Areas (KRAs):

1. Sustaining the implementation of CAADP priority programmes as an instrument to boost agricultural production and productivity, food and nutrition security, and eliminating hunger and reducing poverty.
2. Design and implementation of programmes on agribusiness, including on improved access to productive resources and capacity of women and youth and other disadvantaged social groups.
3. Design of and implementation of programmes for harnessing rural infrastructure for market access and trade in agricultural products.
4. Enhanced implementation of priority programmes on environment and natural resources and climate change.

**Table: DREA Priority, Anticipated Outcomes and Expected Outputs (KRAs)**

Priority as stated in the AUC Strategic Plan	Anticipated Outcomes	Expected Outputs/Key Result Areas (KRAs)
Expand Agricultural production, developing the Agro-processing and businesses sectors, increase market access and attain Africa’s collective Food self-sufficiency and nutrition through promotion of smallholder agriculture, sound environment and natural resource management, and climate change.	Policies and Strategies are implemented for: <ul style="list-style-type: none"> <li>• increased agricultural production, productivity, and improved food and nutrition security,</li> <li>• expanded value addition and market access, and</li> <li>• sound environmental management and sustainable development</li> </ul>	1. Member States’ implementation of CAADP priority programmes including animal resources as an instrument to boost agricultural production and productivity for food and nutrition security, and eliminating hunger and reducing poverty is supported.
		2. Programs for enhancement of agribusiness including access to productive resources and capacity of Women, Youth and persons with disabilities supported.
		3. Strengthening of policies, processes and infrastructure for market access and trade in agricultural products promoted.
		4. Implementation of Priority programmes on Environment and Natural Resources and Climate Change facilitated.

In a '*Theory of Change*' parlance, through improved and inclusive policy design and implementation capacity and more efficient and stronger institutions, more inclusive and evidence based agriculture planning and implementation processes, improved partnership between private and public sector, increased public investment in agriculture achieving better value for money, and increased access to quality data, information and an informed public, these KRAs are aimed at stimulating agricultural productivity, food and nutrition security, expansion of value addition and market access, and sound environmental management practices.

In sections that follow the KRAs are elaborated with a view to translating them into relevant operational actions.

## 4.5. Strategies and actions to pursue<sup>9</sup>

**Output 1: Member States' implementation of CAADP priority programs, including animal resources as an instrument to boost agricultural production and productivity for food and nutrition security, and eliminating hunger and reducing poverty is supported**

Strategic Actions		Operational Actions		Indicators
1.1	Accelerate implementation of CAADP as an instrument for agricultural growth, transformation and eliminating hunger and reducing poverty.	1.1.1	Support the implementation of CAADP priority programmes	Number of Member States supported for CAADP implementation
		1.1.2	Establish sustainable capacity for evidence based planning, implementation and accountability of CAADP process and systems at Continental, Regional and country level	Number of Member States conducting Joint sector reviews
		1.1.3	Institutionalize accountability and evidence-based planning and decision making at Continental and Regional levels	Number of mutual accountability reviews conducted
		1.1.4	Support programme design, review in resilience building for semi-arid zones as part of CAADP based National Agricultural and Food Security Investment Plans (NAFSIPs)-SAFGRAD	Number of NAFSIPs reviewed on semi-arid zone
		1.1.5	Strengthen policies, institutions and strategies that help enhance the resilience of rural livelihoods in semi-arid of Africa. SAFGRAD	Number of policies and strategies developed

<sup>9</sup> Each of DREA's Specialised Technical Offices (IBAR, PANVAC, PATTEC, IAPSC, SAFGRAD, Fouta Djallon IHDP) and Some of the projects (e.g., PACA) has elaborated its respective strategic and operational plans. Readers are advised to refer to those plans for further information details.

Strategic Actions		Operational Actions	Indicators
		1.1.6 Support institutional development of producer (agricultural livelihood-based) organisations in semi-arid areas and their engagement with CAADP in resilience building activities – SAFGRAD	Number of trainings on organizational development and governance conducted
1.2	Promote/facilitate implementation of Africa Nutritional Strategy and address the risk of vulnerability,	1.2.1 Support implementation of the Africa Nutritional Strategy with Department of Social Affairs	Number of programmes developed
		1.2.2 Establish a multi-stakeholder advisory platform on the Zero hunger initiative	Number of platforms established
		1.2.3 Support the Commemoration of the Africa Day for Food and Nutrition Security (ADFNS)	Number of new target audience sensitized on current food and nutrition security issues
		1.2.4 Coordinate and monitor the progress on mainstreaming of nutrition and hunger eradication strategies into CAADP NAFSIPs	Number of NAFSIPs with nutrition best practices mainstreamed
		1.2.5 Mainstream social protection in CAADP.	Number of programs developed
1.3.	Promote and facilitate the generation and dissemination of knowledge, innovation and technology for agricultural transformation.	1.3.1 Support the implementation of the agriculture science agenda in Africa	Agricultural science agenda launched
			Number of Member States supported to incorporate Agricultural science agenda guidelines in the implementation of NAFSIPs
		1.3.2 Support the establishment of the African agriculture technology platform	Number of platforms established
		1.3.3 Coordinate alignment of partners' agricultural research development programs with the CAADP framework	Number of partners' programs aligned

Strategic Actions	Operational Actions	Indicators
	1.3.4 Support the development, increased access and application of knowledge and knowledge bases to catalyse change for effective animal resource development - IBAR	Number of Member States supported in accessing and applying knowledge to decisions on animal resources
	1.3.5 Manage special mechanisms for coordinating stakeholder platforms and other fora for exchange of information and knowledge on animal resources - IBAR	Number of Platforms managed
	1.3.6 Build capacity of African research, technology dissemination and knowledge management organization for building resilience of rural livelihoods in semi-arid zone – SAFGRAD	Number of training sessions held by the AUC
	1.3.7 Support the development, increased access and application of knowledge and knowledge bases to catalyse change for effective animal resource development - IBAR	Number of Member States supported in accessing and applying knowledge to decisions on animal resources
	1.3.8 Coordinate the Thematic Programme Network for the Promotion of Sustainable Agricultural Farming Systems to Combat Desertification (TPN6) of the UNCCD - SAFGRAD	number of informal deliberations on climate change, desertification and sustainable development through TPN6 held
	1.3.9 Enhance Member States' capacity to comply with international standards for Phytosanitary measure (ISPM)- IAPSC	A coordinating mechanism for a common position for Member States in place
	1.3.10 Develop and improve animal diseases control tools (Vaccines and Diagnostics) – PANVAC	Number of vaccines developed Number of diagnostics developed Number of improved vaccines
	1.3.11 Provide training and technical assistance on animal disease control to AU Members States	Number of AU Member States technicians trained

Strategic Actions		Operational Actions	Indicators
		– PANVAC	Number of technical assistance on animal disease control provided to AU Member States
		1.3.12 Develop capacity for pest risk analysis – IAPSC	Number of Member States supported to implement Pest Risk Analysis measures
		1.3.13 Promote and improve plant protection and plant quarantine programs - IAPSC	Number of Member States trained on Integrated Pest Management Number of Member States supported to harmonize pesticide regulation and registration
		1.3.14 Policy advocacy facilitated –Partnership for Aflatoxin Control in Africa - PACA	Number of policy briefs, position papers and press releases Online policy dialogue platform established
		1.3.15 Establish PACA electronic data management system	Number of countries covered by PACA data management system
		1.3.16 Support country led-aflatoxin situation analysis	Number of countries participating in analyses
		1.3.17 Provide staff and Steering Committee support for managing PACA	Number of additional Staff hired Number of Steering Committee meetings conducted
1.4	Promote plant protection and quarantine and enhance Member States capacity to comply with International standards for Phytosanitary Measures (ISPMs) of IPPC so as to increase crops production, improve trade and ensure food security,	1.4.1 Strengthen the capacity of national plant health officials to undertake surveillance for plant pests and build specimen-based pest lists - IAPSC	Number of trained on surveillance for plant pests and build specimen-based pest lists geared towards one common draft standards
		1.4.2 Foster collaboration in building a regional pest list for a priority crop that all member countries can access - IAPSC	Number of collaborations for building a regional pest list for a priority crops established

Strategic Actions		Operational Actions	Indicators
1.5.	Harness the potential of animal resources development for wealth creation and to contribute towards enhanced food and nutrition self-sufficiency.	1.4.3 Encourage the development of national pest lists database to build a harmonized regional pest list accessible by password to designated officials in each member country. - IAPSC	Number of collaborations for the development of national pest lists database established
		1.4.4 Support capacity building and harmonize roles of registration and using pesticides according to National Standards and sharing in International and National meetings - IAPSC	Number of Member States with harmonized roles and registration of using pesticides
		1.4.5 Encourage Member States NPPOs to participate in pest risk committees in primary and secondary ports of entry and assess information available through phytosanitary inspectors and controllers database regarding pest issues occurring at local level to see the linkage to national issues - IAPSC	Number of Member States Participating in Pest Risk Committees
		1.4.6 Strengthen partnership among NPPOs of African countries to ensure continental good plant health and made more resilience to climate change - IAPSC	Number of continental plant health initiatives for enhanced resilience on climate change
		1.4.7 Support initiatives for the management and control of weeds - IAPSC	Number of initiatives supported
		1.5.1 Strengthen animal health and disease control systems, improve veterinary governance and effective management of animal diseases in Africa – IBAR	Number of Member States assisted in strengthening their Animal Health Systems
		1.5.2 Strengthen animal resource production systems, improve management of Animal resources and promote sustainable ecosystem management - IBAR	Number of Member States assisted in strengthening their Animal Resources Production Systems and improving their management of animal resources

Strategic Actions		Operational Actions	Indicators
	1.5.3	Ensure quality certification of priority animal disease vaccines - PANVAC	Number of vaccines batches quality certified
	1.5.4	Contribute to the implementation of the developed programmes for the control/eradication of animal diseases - PANVAC	Number of doses of vaccines quality certified availed (in Millions)  Number of reagents provided for the laboratories diagnosis of priority animal diseases  Number of Rinderpest vaccines doses safely stored in the high containment laboratory (in Millions)  Number of Rinderpest vaccines seeds vials safely stored in the high containment laboratory
	1.5.5	Support and strengthen T&T affected countries in initiatives to improve agricultural productivity, food security and poverty reduction through the creation of tsetse free areas - PATTEC	Number of T&T affected Member States supported to strengthen initiatives to improve agricultural productivity, food security and poverty reduction through the creation of tsetse free areas
	1.5.6	Support T&T affected countries in sustainable land management in tsetse free areas - PATTEC	Number of T&T affected Member States supported to strengthen initiatives on sustainable land management in tsetse free areas.
	1.5.7	Mainstream T&T Interventions in Regional CAADP Compacts and investment plans - PATTEC	Number RECs supported to mainstream T&T Interventions in Regional CAADP Compacts and investment plans.
	1.5.8	Mainstream T&T Interventions in country CAADP Compacts and investment plans - PATTEC	Number of Member States mainstreaming T&T Interventions in country CAADP Compacts and investment plans



Strategic Actions		Operational Actions		Indicators
1.7.	Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership.	1.7.1	Improve internal & external communication and overall knowledge management among stakeholders at International, Continental and Regional level	Number of materials and communication tools used to raise awareness and advocacy
		1.7.2	Produce & disseminate CAADP briefs to relevant CAADP Stakeholders and track readership/usage/feedback	Number of CAADP briefs produced and disseminated
		1.7.3	Implementation of CAADP media strategy and publicize statements and reports	Number of statements and reports issued
		1.7.4	PACA public awareness, knowledge and information sharing on the aflatoxin challenge	Number of Meetings and workshops conducted
				Number of information materials and newsletters produced
				Number of PACA website hits
		1.7.5	Advocacy on the need for investment in the PATTEC initiative as a tool to contribute to increased crops and livestock productivity through creation of tsetse free areas	Number countries receiving advocacy materials
		1.7.6	Develop SPS information systems and Enhancing Advocacy, Awareness and communications to ensure sufficient safe biological control agents are available to manage plant and improve SPS information - IAPSC	Number of Member States supported to implement SPS measures

**Output 2: Programs for enhancement of agribusiness including access to productive resources and capacity of Women Youth and persons with disabilities supported**

<b>Strategic Actions</b>			<b>Operational Actions</b>	<b>Indicators</b>
<b>2.1.</b>	Promote measures to enhance access of women, youth and persons with disabilities to land and other agricultural productive assets.	2.1.1	Promoting measures to enhance access of women and youth to land and other agricultural productive assets and credit	Number of programs developed
		2.1.2	Development of capacity at continental, regional and country levels for implementation of AU Land Policy Framework and Guidelines	Number of Member States supported to use the AU Land Policy Framework and Guidelines
		2.1.3	Development of capacity at continental, regional and country levels for implementation of AU Pastoral Policy Framework and Guidelines	Number of Member States supported to use the AU Pastoral Policy Framework and guidelines
		2.1.4	Facilitate the implementation of the Abuja Declaration on Fertilizer for an African Green Revolution by Member States and RECs	Number of Member States supported to develop and implement programmes on average fertilizer application rates per hectare above or equal to the 50 kg per ha target
		2.1.5	Support implementation of the Africa Seed and Biotechnology Program (ASBP)	Number of Member States supported to implement the ASBP
		2.1.6	Facilitating access to inputs, services and markets for animal and animal resources products - IBAR	Number of Member States facilitated in accessing inputs, services and markets
<b>2.2.</b>	Support design and implementation of projects under the Fund for African Women on agribusiness.	2.2.1	Supporting implementation of agriculture related activities under the African Women's Fund.	Number of activities supported

	<b>Strategic Actions</b>		<b>Operational Actions</b>	<b>Indicators</b>
<b>2.3.</b>	Continue to roll out the African Women Decade Themes through relevant department and Directorates.	2.3.1	Supporting implementation of agriculture related activities under the African Women Decade Themes.	Number of activities supported
<b>2.4.</b>	Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership.	2.4.1	Produce briefs on implementation of enhancement of agribusiness programs for Women, youth and persons with disabilities and disseminate them to relevant stakeholders and track readership/usage/feedback.	Number of briefs produced

### **Output 3: Strengthening of infrastructure for market access and trade in agricultural products promoted**

	<b>Strategic Actions</b>		<b>Operational Actions</b>	<b>Indicators</b>
<b>3.1.</b>	Design and support implementation of programmes on rural infrastructure and value addition.	3.1.1	Preparation and adoption of the AU Rural Infrastructure Policy Framework.	Policy framework adopted
		3.1.2	Development of capacity at continental, regional and country levels for implementation of AU Rural Infrastructure Policy Framework and Guidelines.	Number of Member States implementing the rural infrastructure policy framework
		3.1.3	Strengthen capacity of Africa's domestic private sector to effectively participate and invest in the CAADP investment plans	Number of private sector platforms strengthened
		3.1.4	Mobilizing and establishing a platform of domestic private sector and seek alignment with existing global private sector development efforts	Number of private sector platforms established

Strategic Actions	Operational Actions	Indicators
	3.1.5 Supporting regional value chain development efforts	Number of regional value chain workshops conducted
	3.1.6 Developing and disseminating a framework for the development and the promotion of regional value chains for strategic commodities.	Framework developed
	3.1.7 Support the promotion of strategic agricultural value chains in semi-arid zones - SAFGRAD	Number of strategic commodities studied
	3.1.8 Facilitate and implement early detection and rapid response (EDRR) for pests - IAPSC	Network established
	3.1.9 Supporting SPS Capacity Building programmes (AFSD, IAPSC, PACA, SAFGRAD, IBAR)	Number of training of trainers (TOTs) at continental, regional and national levels.
	3.1.10 Scoping study on SPS policies at the RECs and Member States level	Number of studies on SPS policies at the RECs and Member States levels conducted to generate Information on SPS policies available and policy gaps identified
	3.1.11 Stakeholder consultations at RECs and Member States levels to harmonize SPS policies and frameworks	Number of STDF reports on regional SPS frameworks and strategies in Africa reviewed and validated Number of SPS policy frameworks established at continental level
	3.1.12 Support RECs and Member States on SPS policy review and formulation	Number of policies reviewed and / or formulated
	3.1.13 Mainstream SPS in country CAADP investment plans and mutual accountability system	Number of Regional and National investment plans review guideline developed to incorporate SPS matters

Strategic Actions	Operational Actions	Indicators
		Number of Regional and National mutual accountability system and investment plans reviewed incorporating SPS
	3.1.14 Establishment of the Continental SPS Committee	Number of Continental SPS Committees established and operationalized
	3.1.15 Validation of the options proposed for establishing the Continental Food Safety Coordination Mechanism	Number of decisions on the food safety coordination mechanism taken
		Number of mechanisms for a Rapid Alert System for Food and Feed for Africa established
	3.1.16 Mainstream aflatoxin control through the PACA initiative in CAADP regional and national agriculture and food security investment plans	Number of investment plans reviewed at regional level
		Number of Member States with NAFSIPs reviewed
	3.1.17 Coordinate and follow up on the implementation of CAMFA 2010 Decisions	Number of progress reports issued
	3.1.18 Improve food security through Ecological Organic Agriculture (EOA)	Number of Regional Training Workshops on organic standards and certification systems organized Number of trainings organized and extension support to smallholder farmer groups involved in organic production and marketing
	3.1.19 Support awareness creation on Geographic Indications (GIs)	Number of Member States identifying unique products for GI protection
		Number of Member States applying for GI protection for unique products

Strategic Actions		Operational Actions	Indicators
	3.1.20	Facilitate GIs policy harmonization	Continental framework for GIs developed
	3.1.21	Operationalize the Facilitation Unit of the Africa-Arab Joint Action Plan (JAP) on Agricultural Development and Food Security	Facilitation Unit operationalized
	3.1.22	Support the regional farmer organizations (RFOs) including PAFFO	Number of RFOs supported to develop and implement relevant programmes
	3.1.23	Raise awareness and facilitate learning on the modalities of Commodity Exchange	Number of studies undertaken and platforms established on commodity exchange
3.2.	Support programmes specifically designed to assist women, youth and persons with disabilities undertake value-addition of agricultural products.	3.2.1 Promoting measures to enhance access of women and youth to land and other agricultural productive assets and credit for value addition of agricultural products	Number of programs/frameworks developed
3.3.	Set up and implement communication and advocacy campaigns and thematic media plans to raise awareness and ensure stakeholders' information and citizens' involvement and ownership of agribusiness programs for Women, youth and persons with disabilities.	3.3.1 Produce briefs on Implementation of enhancement of agribusiness programs for Women, youth and persons with disabilities and disseminate them to relevant stakeholders and track readership/usage/feedback.	Advocacy program developed

## Output 4: Implementation of Priority programmes on Environment & Natural Resources and Climate Change facilitated

### Output 4: Implementation of Priority programmes on Environment & Natural Resources and Climate Change facilitated

Strategic Actions			Operational Actions	Indicators
4.1.	Promote/facilitate sustainable management of the environment and natural resources, including water, land, biodiversity, etc.	4.1.1	Support Member States to apply the principles of Integrated Water Resources Management (IWRM) for sustainable water resources management.	Number of Member States mainstreaming IWRM principles into national development plans.
		4.1.2	Facilitate the development and promotion of African common positions in international MEAs (UNFCCC, CBD, UNCCD, Mercury - MINAMATA)	Number of African Common positions developed and promoted.
		4.1.3	Establish and operationalize the Africa Working Group on Desertification	Working Group established and operational
		4.1.4	Rationalize and strengthen AU SAFGRAD and CCDU	SAFGRAD & CCDU strengthened
				Number of activities harmonised and implemented
		4.1.5	Develop a Continental Strategy on Biodiversity	Continental Strategy on Biodiversity developed
		4.1.6	Develop a continental strategy on combating illegal trade in wild flora and fauna	Continental strategy developed
		4.1.7	Support Member States to improve management of biodiversity.	Number of actions taken by Member States to improve the management of biodiversity
				Number of Member States supported to mainstream the updated biodiversity strategies into national policies.
		4.1.8	Develop a Continental Framework on Natural Resources Accounting	Continental Framework developed

Strategic Actions	Operational Actions	Indicators
	4.1.9 Strengthen capacity of national planners to integrate natural resources accounting (NRA) in national planning processes.	Number of Member States supported to integrate NRA in national planning processes.
	4.1.10 Operationalize flagship programmes on land degradation, desertification, water, biodiversity and ecosystem based adaptation to climate change.	Number of projects developed under the flagship programme.
	4.1.11 Develop and promote a continental REDD+ framework.	A continental REDD+ framework developed
	4.1.12 Promote cooperation between partners and Member States on REDD+	Number of Member States supported to develop REDD+ Cooperation arrangements.
	4.1.13 Develop a Continental Framework on Forestry	A Continental Framework on Forestry developed
	4.1.14 Support Regional Economic Communities to develop and operationalize regional forestry strategies	Number of RECs with functional strategies on forestry
	4.1.15 Support the development of capacity at Continental, Regional and Country levels for implementation of AU Land Policy Framework and Guidelines.	Number of trainings on sustainable land management conducted
	4.1.16 Establish and operationalize the Fouta Djallon Highlands Observatory for environmental data collection, analysis and exchange	Observatory established and operationalized
	4.1.17 Develop and Strengthen best practices for water, land, and biodiversity conservation, and adaptation to Climate Change in the Fouta Djallon Highlands and its river basins	Number of Member States supported to adopt proposed tools for sustainable NRM in the FDHs
	4.1.18 Promote regional cooperation among the stakeholders in the Fouta Djallon Highlands and River Basin Organizations	Number of Member States that have signed the FDH Convention for cooperation



Strategic Actions		Operational Actions	Indicators
4.2.	Put in place measures to facilitate progress in the implementation of the Africa Climate Change Agenda, including Green Economy.	4.1.19 Promote environmental awareness through celebrations of Africa Environment Day, World Forestry Congress, World Meteorology Day, World Water Day and other major environmental events	Number of events organized each year
		4.1.20 Support Member States and RECs in the implementation of the regional action programme on UNCCD	Number of Member States and RECs that have aligned with UNCCD 10 year strategy
		4.1.21 Organize policy dialogue, analysis and training sessions on natural resource management and others issues affecting resilience of rural livelihoods in semi-arid zones of Africa – SAFGRAD.	Number of policy dialogue and training sessions organized
		4.1.22 Establish African Resilience Frameworks and Desertification platforms in Africa-SAFGRAD	Frameworks and Platforms established
		4.2.1 Support the participation of African Group of Negotiators (AGN) on Climate Change.	Number of AGN members attending the UNFCCC sessions
		4.2.2 Support the implementation of the African Climate Change Strategy at all levels.	Number of RECs mainstreaming the African Climate Change Strategy into their regional plans
		4.2.3 Support the implementation of Rio + 20 outcomes (Regional Flagship Programmes and Sustainable Development Goals (SDGs),	Number of Member States mainstreaming the African Climate Change Strategy into their national plans Number of projects on flagship programmes and SDGs implemented

Strategic Actions		Operational Actions	Indicators
	4.2.4	Facilitation of the Regional Coordination Mechanism for Africa (Cluster environment, population and urbanisation)	Number of UN programmes and policies aligned to support the AU policies and programmes in the RCM Cluster of environment, population and urbanization
	4.2.5	Support Member States to develop National Adaptation Plans (NAPs) for climate change	Number of Member States that have developed their adaptation plans on climate change.
	4.2.6	Support the implementation of the National Adaptation Plans of Actions (NAPAs)	Number of Member States supported to implement NAPA Projects
	4.2.7	Support the establishment Regional Climate Technology Centers	Number of Centres established
	4.2.8	Support the coordination mechanism for CAHOSCC.	Number of Decisions adopted
	4.2.9	Facilitate and promote the implementation of the Green Economy in Africa through the development of tools and guidelines.	Tools and Guidelines developed
	4.2.10	Support Gender mainstreaming in Climate Change	Number of training sessions organized by the AUC Number of advocacy materials developed
	4.2.11	Enhance policies on emerging issues on Pastoralism	Number of policy dialogue sessions organized
	4.3.1	Support the development of National strategies and action plans for the implementation of the GGWSSI.	Number of Member States that have developed and validated their GGWSSI strategies and actions.
	4.3.2	Enhance the capacities of Member States for the implementation of the GGWSSI.	Number of experts from Member States trained
4.3.	Facilitate the Implementation of the Great Green Wall for the Sahara and Sahel Initiative.		

Strategic Actions		Operational Actions	Indicators
	4.3.3	Support Member States to mobilize financial resources to implement their strategies and action plans on the GGWSSI.	Number of Member States that have implemented their GGWSSI actions plans.
	4.3.4	Organize/take advantage of international events to raise awareness and ensure stakeholders' information and citizens' involvement and ownership	Number of Events organized
	4.3.5	Overall facilitation and coordination of the GGWSSI	Number of Regional Steering Committee Organised
	4.3.6	Develop new partnerships in areas vulnerable to land degradation and desertification (Namibian, Kalahari desert communities)	New partnerships established
	4.3.7	Mainstream the involvement of youths, women and educational and research institutions in the implementation of the GGWSSI	Youth, women and educational and research institutions in beneficiary countries involved Number of reports submitted to AU Assembly
4.4.	Facilitate the realisation of the Africa Water Vision 2025.		
	4.4.1	Revitalise efforts to create enabling environments for international cooperation to achieve the Africa Water Vision 2025.	Number of Member States that have signed a compact to implement the Africa Water Vision 2025.
	4.4.2	Conduct high Level Advocacy and promote Sustainable Sanitation for Food Security in Africa.	Number of countries carrying out Infrastructure Development for Large Scale Implementation of Sustainable Sanitation
	4.4.3	Operationalize Human Capacity Development Programme aimed at addressing junior professional and technician level capacity challenges in the water sector in Africa.	Number of professionals availed to the water sector to bridge the existing capacity gap.
4.5.	Facilitate the implementation of the African Regional Strategy on Disaster Risk Reduction.		
	4.5.1	Establish a dedicated DRR Unit in DREA	Unit established

Strategic Actions		Operational Actions	Indicators
4.6.	Facilitate the implementation of the programme on Monitoring for Environment and Security in Africa	4.5.2 Support the implementation of Programme of Action of the African Regional Strategy on DRR in line with HFA2	Number of Regional and National Platforms established.  Number of Africa Working Group and high level meetings organised
		4.5.3 Support the creation and operationalisation of national and regional platforms for DRR.	Number of Regional Platforms established.
		4.5.4 Support the establishment of Regional Centres of Excellence on DRR.	Number of Member States with functional DRR platforms.
		4.5.5 Strengthen reporting on Africa's implementation of the PoA and the Hyogo Framework of Action (HFA2)	Number of tools developed  Number of Member States reporting on the post Hyogo framework
		4.5.6 Support African stakeholders in the implementation of the PoA in line with the Hyogo Framework of Action (1 and 2)	Number of RECs and Member States supported
		4.6.1 Facilitate the acquisition/provision and upgrading of equipment for improved and sustainable access of EO data and information by African stakeholders at continental, regional and national levels.	Number of Member States equipped with new EO equipment  Number of Member States with upgraded infrastructure  Number of Regional and continental institutions with upgraded infrastructure  Number of Regional Training Centres equipped with new and upgraded equipment
		4.6.2 Facilitate the establishment of regional thematic networks for enhanced collaboration	Number of regional networks established and operationalised

Strategic Actions		Operational Actions	Indicators
	4.6.3	Support RECs and Member States in integrating earth observation (EO) in regional and national environmental monitoring, reporting, and policy and decision making processes	<p>Framework document developed</p> <p>Number of RECs and Member States that have integrated EO in regional and national environmental monitoring, reporting, and policy making processes.</p>
	4.6.4	Support capacity development of Member States in the management of EO infrastructure, interpretation and use of EO information services for decision making.	Number of Member States that using EO information services for decision making. Trained African experts. Sustainability Strategy.
	4.6.5	Support regional and continental institutions to develop improved EO products and information services for better decision making in Member States within participating RECs.	<p>Products and services developed</p> <p>Number of institutions having developed products and services</p>
	4.6.6	Support the implementation of the integrated African Strategy on Meteorology (weather and climate service).	<p>Number of RECs and Member States that have developed strategies and action plans</p> <p>Number of regional and national strategies harmonized</p> <p>Regional Centre established and operationalized in ECCAS</p>
	4.6.7	Support Member States and RECs to establish and operationalize Centres of Excellence	<p>Number of Centers of Excellence established and operationalized in RECs</p> <p>Number of flagship programmes implemented</p>
	4.6.8	Support the implementation of the Global framework for Climate Services (GFCS) in Africa.	Number of Member States that have implemented the framework.

Strategic Actions		Operational Actions		Indicators
4.7.	Facilitate Member States and Regional Economic Communities capacity strengthening through implementation of the Multilateral Environmental Agreements.	4.6.9	Support the establishment of Regional Centres of Excellence and networks for improved climate service delivery in Africa.	Number of centres of Excellence and networks established.
		4.7.1	Strengthen the capacity of Member States (MS) and Regional Economic Communities (RECs) in implementation of hazardous chemicals and wastes including persistent organic pollutants (POPs)	Number of Member States that have developed regulatory frameworks.
		4.7.2	Strengthen Member States and RECs to enforce hazardous chemicals laws including the use of global harmonised system code to control the Stockholm and Rotterdam Controlled Pesticides.	Number of countries that establish adequate enforcement strategies; or number of countries that apply the global harmonized system code.
		4.7.3	Strengthen capacity of Member States and RECs to implement biodiversity related issues.	Number of Member States and RECs that have implementable biodiversity related strategies.
		4.7.4	Strengthen Member States capacity to negotiate chemicals and biodiversity conventions including Mercury Convention	Number of common positions
		4.7.5.	Raise awareness of Member States and RECs on MEAs	Information disseminated and posted
		4.7.6.	Promote ratification of biodiversity related Conventions and Protocols	Number of additional ratifications
		4.7.7.	Advocate for sustainability of Project	Sustainability of project secured at the end of this phase

#### **4.5. Commitment to Synergy and Complementarity**

DREA realises the interlinkages among the different KRAs and strategic and operational actions to be pursued through its various units, and the implications for organising work internally. DREA is also cognizant of the interlinkages between its KRAs, and strategic and operational actions and those pursued by other departments of the AUC, and the implication of organising work across departments. Hence, efforts will be directed to build synergies and complementarities with a view to avoiding duplication of efforts, make optimal use of available resources, and maximises results and impacts.

Moreover, DREA views itself as actively contributing towards the achievement of outputs on, and benefit from, effective communication and visibility (Output 6.1), improved stakeholder involvement in the African agenda implementation (Output 6.2), strengthened institutional capacities of the AUC (Output 7.1), and strengthened relationships with AU Organs, RECs and strategic partners (Output 7.2),

The table below outlines the outputs, strategies and actions of other departments of AUC with relevance and potential synergy with those of DREAs. Output numbering in the first column is as indicated in the AUC Strategic Plan. Underlined items in the strategies and actions column indicate relevance with DREA's strategies and actions. Items in parenthesis indicate relevant DREA areas of intervention.

**Table: Areas for Synergies with DREA's strategies and actions**

[illegible]



		<ul style="list-style-type: none"> <li>Promote access of the informal economy and rural workers to affordable and appropriate social security schemes</li> </ul>	<i>Agribusiness, access to resources, social protection</i>
		<ul style="list-style-type: none"> <li>Support improvement of labour-related statistics and information systems;</li> </ul>	<i>Evidence based planning</i>
		<ul style="list-style-type: none"> <li>Promote access to financial services by micro and small scale enterprises through establishment of African Micro Financial Enterprises</li> </ul>	<i>Agribusiness, access to productive resources</i>
		<ul style="list-style-type: none"> <li>Promote the private sector through increased investment rates and enhanced productivity</li> </ul>	Improved public-private partnerships
<b>Infrastructure &amp; Energy</b>	Output 3.2: The Programme for Infrastructure Development in Africa facilitated	<ul style="list-style-type: none"> <li>Integrated trans boundary water resource management for continental development</li> </ul>	<i>Sustainable management of water resources</i>
	Output 3.3: Access to modern energy services for the majority of the African population enhanced	<ul style="list-style-type: none"> <li>Accelerate development of renewable energy and others source</li> <li>Facilitate regional and continental clean power generation and transmission projects;</li> <li>Develop guidelines on renewable energy (Geothermal, Hydro, solar, bioenergy and wind) to contribute to socio-economic development</li> </ul>	<i>Climate change, green economy, food security</i>
<b>Economic Affairs</b>	Output 3.4: Policies and Standards to promote Continental integration facilitated	<ul style="list-style-type: none"> <li>Promote Standardization and Harmonization of Statistics through the African Statistical Charter and other Measures</li> </ul>	<i>Evidence based planning</i>

<b>Trade &amp; Industry</b>	Output 3.5: Trade and Customs facilitation policies developed and promoted and CFTA negotiations facilitated	<ul style="list-style-type: none"> <li>• Implement Initiatives Related to Boosting intra - African Trade (BIAT)</li> <li>• Design and Implement Policies and Programmes on Trade, Industry and Customs to enhance Market Access_– at continental and global levels</li> <li>• Design and implement programmes aimed at boosting market access_(continental, global) for women and youth entrepreneurs;</li> </ul>	<p><i>Agribusiness, value-chain development in strategic commodities</i></p> <p><i>Market access, SPS and food safety, rural infrastructure</i></p> <p><i>Agribusiness, access to productive resources and market</i></p>
<b>Economic Affairs</b>	Output 3.6: Policies for Private sector engagement and improved Business Climate in Africa developed and promoted	<ul style="list-style-type: none"> <li>• Implement measures to support private sector development in Africa</li> <li>• Implement measures to support improved business climate in Africa;</li> <li>• Implement the African Productivity Agenda</li> </ul>	<p><i>Public-private partnerships, agribusiness</i></p> <p><i>Agribusiness, policies, institutions, rural infrastructure</i></p> <p><i>Agricultural research and technology</i></p>
<b>Economic Affairs, Women &amp; Gender</b>	Output 3.7: Women, Youth and persons with disabilities entrepreneurship promoted, and supported	<ul style="list-style-type: none"> <li>• Design, Promote and Implement policies and programmes on Women Entrepreneurship</li> <li>• Design, Promote and Implement policies and programmes on Youth Entrepreneurship;</li> <li>• Design, Promote and Implement policies and programmes on Entrepreneurship for persons with Disabilities, including the protection of intellectual properties/works of PWD, to enhance their possibilities to create job opportunities and self-employment</li> </ul>	<p><i>Access to resources, agribusiness</i></p> <p><i>Access to resources, agribusiness</i></p> <p><i>Access to resources, agribusiness</i></p>

<b>Infrastructure &amp; Energy</b>	Output 3.8: Policies for the sustainable utilization of the continent's mineral and other resources developed and promoted		<i>Sustainable management of environment and natural resources, land, water, forests, biodiversity</i>
<b>Human Resources, Science &amp; Technology</b>	Output 4.2: Strategies for quality education, skills development and services, particularly for women and the youth are designed and promoted	<ul style="list-style-type: none"> <li>• Design, promote and implement programs on skills development and employment for youth including the AU-YVC and T-VET programs</li> <li>• Design, Promote and Implement Programmes on Skills Development and Employment for Women</li> </ul>	<i>Agribusiness, access to resources</i>  <i>Agribusiness, access to resources</i>
	Output 4.3: Policies and Strategic programs for investments in science, research and innovation are designed and promoted to improve Africa's Global Competitiveness	<ul style="list-style-type: none"> <li>• Promote Actions to Advance Science Technology and Innovation in Africa</li> <li>• Support Implementation of the AUC Frameworks for Biodiversity, Bio-safety and Bioethics</li> </ul>	<i>Agricultural research and technology</i>  <i>MEAs, biodiversity, food safety</i>
		<ul style="list-style-type: none"> <li>• Establish and implement African Space and Technology Policy, programmes and strategic pan-African institutions and networks</li> </ul>	<i>Monitoring of Environment for Development and Security</i>

## 5. Implementation, Monitoring and Evaluation

The implementation, monitoring and evaluation framework and mechanism that DREA will follow are exactly same as prescribed in the approved AUC Strategic Plan, 2014-2017. Some additional elaboration is outlined below that are DREA specific.

DREA will put in place an innovative implementation, monitoring and evaluation framework and mechanism that will proactively serve the overall mechanism proposed in the overall AUC Strategic Plan 2014-2017. DREA will be innovative in promoting the aim of better accountability and transparency, integrity, horizontal and vertical coherence and efficacy pursued by the overall AUC framework.

### 5.1. Internal Implementation Framework/Arrangements

The hierarchical implementation structure proposed by the overall DREA framework clarifies as presented in *Table 2*, the responsibilities of various elements of the department with the Commissioner at its head, and the Director providing strategic guidance, oversight and management; a Management Committee overseeing implementation; Technical Clusters chaired by Heads of Divisions to provide synergy and complementarity; Programme Support Facility, reporting to the DREA Director, to monitor and report progress on programme implementation; Individual Staff ensuring performance.

*Table 2: Level and Assigned Responsibilities of various Organs of the implementation and monitoring and evaluation framework of the overall AUC Strategic Plan 2014-2017.*

Level	Assigned Responsibilities
<b>Commissioner and Director</b>	<ol style="list-style-type: none"><li>1. Sets / reviews / approves the annual indicators and targets for the outcomes (macro matrix)</li><li>2. Approves annual work plans and budgets</li><li>3. Receives / reviews / provides feedback on semiannual / annual monitoring reports</li><li>4. Receives / reviews / approves Mid-Term / End of Plan Implementation Evaluations</li></ol>
<b>DREA Management Committee (DREAM Committee) comprising the Director, Heads, Programme Support Facility)</b>	<ol style="list-style-type: none"><li>1. Reviews/ approves quarterly indicators and targets for outputs</li><li>2. Approves quarterly work plans and budgets</li><li>3. Receives / reviews / provides feedback on quarterly monitoring reports</li><li>4. Prepares quarterly progress reports for Commission's consideration</li><li>5. Recruits / supervises the work of mid-term and end of plan implementation Consultants</li><li>6. Provides oversight to the work of the Technical Cluster Groups</li></ol>
<b>Technical Clusters (composed of Heads of Units and Relevant Technical staff)</b>	<ol style="list-style-type: none"><li>1. Develops the annual /quarterly work plan for the Cluster (Outcome)</li><li>2. Review progress towards attainment of outputs/outcome on quarterly basis</li><li>3. Facilitate the monitoring of quarterly / annual plan implementation</li><li>4. Prepares quarterly / annual progress report for the consideration of</li></ol>

Level	Assigned Responsibilities
	the steering committee 5. Prepares semiannual reports with action plans for consideration by the Steering Committee
<b>Programme Support Facility</b>	<ol style="list-style-type: none"> <li>1. Acts as the Secretariat for the DREAM Committee <ul style="list-style-type: none"> <li>• Prepares / integrates quarterly/ semi/annual work plans for validation by the Steering Committee</li> <li>• Prepares / integrates quarterly / semiannual/ annual monitoring reports for validation by the Steering Committee</li> <li>• Processes the recruitment and supervision of Evaluation Consultants</li> </ul> </li> <li>2. Acts as the Secretariat for the Technical Clusters <ul style="list-style-type: none"> <li>• Coordinates / arranges the meetings of the Technical Clusters</li> <li>• Coordinates the preparation of Progress towards the attainment of Outcomes for validation by the Steering Committee</li> </ul> </li> <li>3. Manages the monitoring and evaluation cycle <ul style="list-style-type: none"> <li>• Issues guidelines and timelines</li> <li>• Organizes coordinating meetings</li> <li>• Attaches staff to each technical committee for monitoring of indicators / targets including reliability and accuracy of the information provided with respect to the means for verification</li> <li>• Provides technical backstopping to technical clusters/ departments</li> </ul> </li> <li>4. Prepares annual monitoring and evaluation reports</li> </ol>
<b>Department/ Divisions/Technical Offices</b>	<ol style="list-style-type: none"> <li>1. Prepares departmental annual/ quarterly work plans and budgets</li> <li>2. Monitors progress towards the attainment of the outputs by using the means of verification in the results matrix, where appropriate</li> <li>3. Participates in the deliberations of the Technical Clusters where applicable</li> <li>4. Prepares departmental monitoring reports/ including monthly activities monitoring</li> </ol>

DREA's internal framework aiming at facilitating implementation and providing internal platform for aligned interventions and structures with the AUC overall framework, is composed of the following main elements:

- **Commissioner REA:** The Commissioner shall be responsible for providing leadership to the department to ensure timely implementation of the 4 years Strategy and the related yearly implementation plans. She will seat in the *College of Commissioners* and contribute to ensure the implementation of key functions of the College.
- **DREA Director:** The Director shall be responsible for providing management oversight to foster planning and implementation of planned activities and the smooth functioning of the DREA internal accountability mechanism. The Director will seat in the AUC *Steering Committee*, and therefore perform the key functions assigned to the Steering Committee.

- **Programme Support Facility:** The Programme Support Facility (PSF) shall comprise Departmental Planner (Programme Coordinator) attached to DREA and an M & E Expert; and will be responsible for coordinating all the necessary activities related to the implementation of the Strategy Plan. The unit will seat in the *Technical Cluster for Outcome 2* of the AUC Strategic Plan and will perform the related key functions. It will be facilitated by the works of Division Compilers who will assist in providing timely information based on availed templates. The PSF will be responsible for initiating actions for facilitating an enabling environment for the staff to better perform the planned activities.
- **Heads of Divisions and Directors/Coordinators of Specialised Offices** shall be responsible in organizing and coordinating work of their respective divisions and clusters. They may be assisted by compilers.
- **Individual Staff:** Staff are in charge of implementing activities according to the DREA yearly Implementation Plan, and of providing inputs for the periodic reporting, budgeting, accountability, and monitoring and evaluation processes, accordingly with the tools availed by the Implementation Coordination Team. Staff should ensure that their annual work plans are in compliance with approved work plans for implementing the Strategic Plan.

## 5.2. Stakeholders Engagement

DREA has over the years established and maintained mechanisms for building partnerships with stakeholders and other actors (particularly with NPCA, RECs, Member States and partners) in advancing Africa's agriculture and environment agenda.

With NPCA, regular consultation, joint planning and operationalization and review have now become the norm in the implementation of CAADP. There have been attempts to adopt similar approach in the areas of environment, which needs to be tightened up in the future. With RECs various fora have been at work to facilitate regular consultation on how regional priorities and programmes relate to Africa's continental agendas, joint planning and review of implementation of CAADP as well as flagship programmes in Animal resources (animal health programmes) and environment such as MESA, ClimDEV Africa, Disaster Risk Reduction, Land Policy Initiative, etc. This needs to be refined and further strengthened.

On relationships with other AU Organs, DREA has been closely working with the PRC on various policy matters relating to implementing its mandate; as well as, the Pan African Parliament's Standing Committee on Rural Economy, Agriculture and Environment, with a view to forging partnerships to help sensitise legislative organs and expedite implementation of programmes in Member States. Specific areas have been identified (e.g., Land, MEAs, Pastoral Policy, etc.) for joint actions. Farmers' organisations have been engaged in almost every major undertaking related to planning, review and governance of DREA's activities. DREA will also directly engage with Members States on various issues relating to integrating continental and regional strategy, policy and legal frameworks into national development plans and laws; and ensuring implementation and Monitoring & Evaluation at national level.

The CAADP Partnership Platform has now evolved as a useful forum that brings together partners from a wide spectrum of sectors and actors (Member States, RECs, CSOs, Farmers organisations, Specialised technical organisations, technical partners, donor partners, etc.). DREA, together with NPCA, is the convenor of these partnerships and plays a lead role in its operationalization.

Through strong partnerships that DREA has forged over the years with development partners, it has been possible to mobilise the necessary technical and financial resources to support implementation of its programmes. DREA looks forward to the continuation of such partnerships during the next years as partners continue to express their commitment to rally their support behind the priorities as defined by the African Union.

DREA is currently working with the World Bank to ensure a budgetary support mechanism through the 2<sup>nd</sup> CAADP Multi-Donor Trust Fund that is being prepared at the World Bank. DREA is also working with other partners in the context of cooperation around joint programmes (in the areas of Animal resources, environment and climate change, water and sanitation, land, DRR, SPS and Food Safety, etc.)

Over the years, a number of organisations have signed MOUs with AUC through DREA. A much more concerted effort shall be exerted towards making a better use of these MOUs, targeting results as defined in them.

### **5.3. Monitoring, Evaluation and Reporting**

In implementing this strategy, the framework for monitoring, evaluation and reporting proposed in DREA, intends to facilitate the process of the overall framework of AUC Strategic Plan to ensure the achievement of regular information flow, allow continuous updating, facilitate decision making, and ensure value for money.

M&E is at the heart of implementation of the Strategy as it can proactively help (i) reorient (change the course) whenever we recognize that something is not working well through the progress observed on the way to accomplishing our mission, (ii) to promote the learning process of successes and failures for timely lessons and actions toward the achievement of results, and (iii) more importantly to motivate staff and divisions to perform the planned activities accordingly with the availed resources.

The M&E tools presented in this document will focus on staff and divisions' performances monitoring and evaluation in delivering on the planned outputs, whereas the evaluation of outcomes and impacts will be left to the mid-term evaluation at the end of the first two years, and a final evaluation at the end of the plan period, that will be initiated by the overall AUC Strategy Plan.

The overall AUC Strategic Plan in fact, proposes a monitoring and evaluation framework that is guided by the principles of participation by all to ensure co-ownership of processes and outcomes; transparency to ensure openness and support consistent and convergent behaviour by all parties; accountability assigned to departments; and smart indicators and targets. It specifically intends to:

- Provide information on *quarterly/ bi-annual and annual basis* to the Commissioners/ Departments on progress towards the level of attainment of plan outcomes and outputs;
- Serve as the platform for *revisions / updates of the outputs / indicators and the targets* ;
- Enhance evidenced -based Commission / Operational level decision making; and lastly
- Link the outcomes / outputs to resources (human and financial) expended – to ascertain the operational efficiency level of the Commission.

Within the context of implementing this Strategic plan, the level of achievement of the targets set against the indicators in the AUC Strategic Actions and those in the DREA Operational Actions will be periodically (quarterly, semi-annually and annually) monitored. This will include analytically monitoring on quarterly basis, the breakdown of the outputs (the deliverables), and the resources (human and financial resources) associated with each Operational Action, as well as staff performance in implementing the planned activities. In doing this, emphasis will be laid on Monitoring and Evaluating DREA programmes for Relevance, Efficiency and Effectiveness.

#### **5.4. Implementation plan**

Annual work plan and budgets will be prepared by DREA following set annual targets and indicators and submitted for consideration by the competent authority.

#### **5.5. Enabling conditions**

A successful implementation of the strategic plan hinges on a number of factors, among which the following are necessary.

- Buy-in from key stakeholders on the basis of the added-value of the Strategic Plan to their efforts, which call for effective communication and advocacy.
- Member States demonstrated commitment in terms of funding programmes implementation.
- Operational efficiency, synergy and collaboration of other AUC departments
- Adherence to the principles of subsidiarity and complementarity between the AUC, NPCA and RECs.
- Aligned, coordinated and harmonized support by partners – move towards direct budget support.
- Existence of a robust Monitoring and Evaluation mechanism
- Enhancement of DREA's staff strength commensurate with the roles and responsibilities.

## **6. Programme Budget and Financing Arrangements**

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### **6.1. Estimated Programme budget (in millions of US\$)**



Output	Year				Total
	2014	2015	2016	2017	
1: Member States implementation of CAADP priority programs, including animal resources as an instrument to boost agricultural production and productivity for food and nutrition security, and eliminating hunger and reducing poverty is supported	62.9	66.0	69.4	72.8	271.1
2: Programs for enhancement of agribusiness including access to productive resources and capacity of Women Youth and persons with disabilities supported.	0.80	0.84	0.88	0.91	3.5
3: Strengthening of infrastructure for market access and trade in agricultural products promoted.	0.58	0.61	0.64	0.67	2.5
4: Implementation of Priority programmes on Environment & Natural Resources and Climate Change facilitated	9.1	9.5	10.0	10.5	39.1
<b>Total per year</b>	<b>73.3</b>	<b>77.0</b>	<b>80.8</b>	<b>84.9</b>	<b>316.0</b>

## 6.2. Financing arrangements

DREA programmes have been supported through Member States contribution as well as Partners funding (technical as well as financial support). These will continue to be the case for the next four years.

As regards, partners support, there has been some positive developments over the last few years in terms of moving towards coordinated support - through the establishment and operationalization of a CAADP Multi-Donor Trust Fund (MTDF) in which DREA has been a beneficiary. Partners had pooled resources into this Trust Fund, administered by the WB, and funds have been channelled to support DREA's work through the Child Trust Fund established for AUC for this purpose. DREA, with NPCA, has been engaging partners for a new MDTF to support programmes for the next cycle.

Some of DREA's projects are to be operationalized through specific arrangements and financing agreements (e.g., the EU, USAID, Gates Foundation, etc.), therefore funds are going to be made available through such a facility. This involves MESA, MEAs, Livestock programmes, Disaster Risk Reduction, Land Policy Initiative, CAADP, PACA, etc. For others such as programmes on

Water and Sanitation, support to implementation is provided by partners (e.g., GIZ) without funds having been transferred to the AUC.

DREA also has been benefitting from technical support provided by its partners – in particular in terms of staff secondment (FAO, UNISDR, GIZ, etc.) – which has immensely contributed towards beefing up its staff strength.

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