

# FAO SUBREGIONAL OFFICE FOR EASTERN AFRICA (SFE)

## STRATEGIC FRAMEWORK 2011 - 2015



Support for an  
accelerated production and value  
added enhancement



Promote public and /or private  
investment for agriculture and  
rural development



Support for Sustainable Natural  
Resource Management



Promote intra-regional strategies  
for improved food security and  
nutrition





# **FAO SUBREGIONAL OFFICE FOR EASTERN AFRICA (SFE)**

## **STRATEGIC FRAMEWORK 2011 - 2015**

July 2011





# Foreword

It gives me great pleasure to present FAO Subregional Office for Eastern Africa's Strategic framework 2011 - 2015 and in so doing make clear FAO's commitment to the region in the planned countdown to the achievement of the Millennium Development Goals (MDGs). FAO is committed to supporting national governments and development partners to achieve sustainable increases in agricultural production and that agriculture is a driver of economic growth.

FAO's Eastern African subregion is home to 221.1 million people in the 9 countries of Burundi, Djibouti, Ethiopia, Kenya, Rwanda, Somalia, Sudan, South Sudan and Uganda. Many of the people living in the region are engaged in food and agricultural production, mainly as small holder farmers and pastoralists. In all, it is estimated that the agricultural sector is the main source of livelihoods and income in the subregion.

FAO-SFE is conscious that population annual growth rates (average of 3 percent) in the region represent a major challenge to long-term food security in particular; since much of the region is arid and semi-arid. Land degradation as well as poor farming methods impact strongly on the productivity of the agriculture sector. Food production systems dependent on degraded lands are increasingly at risk from drought, soil erosion, flooding and climate change as weather events become more erratic. Already some countries in the region have some of the world's highest proportions of undernourished people; chronic food insecurity and are considered to be low-income and food deficit countries. Without increased support to agricultural research, extension to small-holder producers themselves, future generations will be more vulnerable to food insecurity and poverty.

In 2007, FAO established a Subregional office in Addis Ababa, Ethiopia, to serve East African countries. This Strategic Framework underscores FAO's role as a lead specialized United Nations agency in agriculture and food security to arrest and reverse degradation and restore and improve agricultural productivity in a sustainable manner that

will reduce the need for food aid. It responds to the subregion's agriculture sector needs, challenges and opportunities based on agreed pillars, comparative advantage and stakeholder alignment.

The Framework was formulated through a consultative process with major key partners (e.g. AU through CAADP/NEPAD) and is also in line with the existing policies and strategies embedded in countries National policy strategies, National Medium Term Priority Frameworks (NMTPFs), the United Nations Development Assistance Framework (UNDAF) and from a global and regional perspective, the priorities identified by senior policy makers under the African Regional Conference. The consultative process followed a series of meetings and workshops organized by theSFE. As a result of this consultative process the following 4 pillars were identified as the main areas of focus:

- 1) Support for an accelerated production and value-added enhancement;
- 2) Promote public and/or private investments for agriculture and rural development;
- 3) Support for sustainable natural resource management;
- 4) Promote intra-regional strategies for improved food security and nutrition

FAO doesn't under-estimate the challenge ahead but is confident that agricultural productivity in the region can be significantly improved and that not only can the region become increasingly food secure but that agriculture will help drive economic growth and help bring about an end to poverty. This requires sustained and continued collaboration by all stakeholders to build long-lasting alliances and partnerships.

**Castro P. Camarada**

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## Abbreviations and Acronyms

<b>ADAM:</b>	Agricultural Development Assistance Mapping
<b>AUC:</b>	African Union Commission
<b>ARC:</b>	Africa Regional Conference
<b>CAADP:</b>	Comprehensive African Agriculture Development Programme
<b>CAC:</b>	Codex Alimentarius Commission
<b>CIDA:</b>	Canadian International Development Agency
<b>COMESA:</b>	Common Market for Eastern and Southern Africa
<b>CPF:</b>	Country Programme Framework
<b>CSSF:</b>	Country Support Strategic Framework
<b>DRM:</b>	Disaster Risk Management
<b>DRRU:</b>	Disaster Response and Rehabilitation Unit
<b>EAC:</b>	East African Community
<b>ECA:</b>	Economic Commission for Africa
<b>EAPIC:</b>	East African Phytosanitary Information Committee
<b>FAO:</b>	Food and Agriculture Organization (of the United Nations)
<b>FARA:</b>	Forum for Agricultural Research in Africa
<b>HIV/AIDS:</b>	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
<b>FFS:</b>	Farmer Field School
<b>IBAR:</b>	Interafrican Bureau for Animal Resources
<b>IGAD:</b>	Intergovernmental Authority for Development
<b>ITPGR:</b>	International Treaty on Plant Genetic Resources
<b>IUU:</b>	Illegal, Unregulated and Unreported (fishing)
<b>MDGs:</b>	Millennium Development Goals
<b>NEPAD:</b>	New Partnership for Africa's Development
<b>NMTPF:</b>	National Mid-Term Priority Framework
<b>PEAP:</b>	Poverty Eradication Action Plan
<b>PGRFA:</b>	Plant Genetic Resources for Food and Agriculture
<b>PMA:</b>	Plan for Modernization of Agriculture
<b>RC:</b>	Rotterdam Convention
<b>REOA:</b>	Sub-Regional Emergency Office for Eastern and Central Africa
<b>SFE:</b>	FAO Subregional Office for Eastern Africa
<b>SF:</b>	Strategic Framework
<b>TAD:</b>	Transboundary Animal Disease
<b>TCE:</b>	Technical Cooperation Emergency
<b>TCP:</b>	Technical Cooperation Programme
<b>UNDAF :</b>	United Nations Development Assistance Framework
<b>UNFCCC:</b>	United Nations Framework Convention on Climate Change
<b>UNDP:</b>	United Nations Development Program (of the United Nations)
<b>WFP:</b>	World Food Program (of the United Nations)



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# I. Executive Summary

Food and Agriculture Organization's (FAO) Subregional Office for Eastern Africa (SFE) was established in 2007 to cater for nine countries in the region: Burundi, Djibouti, Ethiopia, Kenya, Rwanda, Somalia, Sudan, South Sudan and Uganda- collectively occupying a total area of 5 144 288 km<sup>2</sup> with a population of over 200 million people.

As an advisory and technical unit, FAO-SFE is staffed with a multidisciplinary team with technical competencies in: land and natural resources management, forestry, fisheries, animal production and health, investment support, agribusiness and enterprise development, policy analysis and support and development, plant production and protection. The Office supports national governments and collaborates with development partners in the region to improve agricultural productivity, raise levels of food security and nutrition, better the lives of rural populations and contribute to the global economic growth for sustainable development in Eastern Africa.

In order to streamline its programme delivery, SFE has developed this strategic framework for the period 2011-2015. It is the result of a planning process driven by the needs and the priorities identified within SFE countries and it is aligned to the current national agricultural development policies and strategies embedded in FAO member countries' national agricultural development policies and to the Country Programme Frameworks (CPFs), as well as to the United Nations Development Assistance Framework (UNDAF) and related joint donor policy strategies.

It pursues the principles set by the African Union/NEPAD in the CAADP framework, the regional identified priorities under the 25th African Regional Conference (ARC) and those of the regional economic bodies (RECs) such as Eastern African Community

(EAC), Intergovernmental Authority for Development (IGAD), and Common Market for Eastern and Southern Africa (COMESA), in the common effort to contribute to the achievement of the Millennium Development Goals (MDGs).

Based on FAO comparative advantage and aligned to Subregional priorities, SFE has identified four pillars which the framework will support:

- 1) Support for an accelerated production and value-added enhancement;
- 2) Promote public and/or private investments for agriculture and rural development;
- 3) Support for sustainable natural resource management;
- 4) Promote intra-regional strategies for improved food security and nutrition

These pillars are themselves supported by crosscutting strategic functions that include:

Capacity Development:

- Capacity Development;
- Policy support and advocacy;
- Promotion of knowledge management and dissemination;
- Contribution to global issues

Among the strengths and opportunities favourable to the implementation of the framework include the high level of agro-ecological diversity for both livestock and crop production including diverse aquatic ecosystems and biodiversity which the region enjoys, the growing interest in previously marginalized drylands, and lastly; a revival of interest in food and agriculture in sub-Saharan Africa triggered by the global food crisis of 2007/2008 and which has resulted in a number of policy processes.

The challenges and threats broadly reflect the agro-ecology of the region; including

high population density in the higher potential areas. In the drylands, however, the challenges are rather different and sadly the East Africa region is synonymous with drought and hunger. The region's chronic food insecurity is increasingly becoming a problem in some high potential areas in particular those starved of rural development funds which would have promoted livelihood diversification.

Against this background, several initiatives are being put in place to promote and invigorate sustainable agricultural intensification and productivity in Africa and the region in particular. The New Partnership for Africa's Development (African Union/NEPAD) with its CAADP framework is one such mechanism.

For its part, FAO-SFE will use this Strategic Framework as outlined within the four pillars mentioned above, as the driving force of its contribution to the process. The framework has been developed following the new Strategic Framework unveiled by FAO in 2010 as part of its wider reform process, and which has set down 11 Strategic Objectives (SOs) for the Organization. These objectives cover managerial, financial and technical portfolios and are: sustainable intensification of crop production (SO-A), increased sustainable livestock production (SO-B), sustainable management and use of fisheries and aquaculture resources (SO-C), Improved quality and safety of food at all stages of the food chain (SO-D), Sustainable management of forests and trees (SO-E), sustainable management and use of natural resources (SO-F), enabling environment for markets to improve livelihoods (SO-G), improved food security and better nutrition (SO-H), Improved preparedness for, and effective response to, food and agricultural threats and emergencies (SO-I), Gender equity in access to resources, goods, services and decision-making in the rural areas (SO-K) and investment in agriculture (SO-L).

The mobilization of financial resources is essential to the implementation of the various activities proposed. However, it remains a major challenge for the

Subregional office. Technical and financial resources will be partly mobilized from the Regular Programme as well as mobilizing extra-budgetary funding from bilateral and multilateral institutions.

## II. Introduction

### II.1 General Context

Eastern Africa region occupies a total area of 5 144 288 km<sup>2</sup> with a population of over 200 million people; most of who heavily depend on agriculture for their livelihood. The manner in which the natural resource base is utilized will determine the region's ambitions to be self sufficient in food production. Encouragingly, the region's natural resource base - land and water - are not only diverse but abundant and have great potential to propel economic development. The weather, a fundamental resource stands among the best in the world allowing for diverse forms of agricultural production systems. Through sustainable land and water management, the natural resource base can be utilized to propel the countries to middle income status as stipulated in their visions by 2030.

Population density largely reflects agro-ecological potential with high population densities in the fertile highlands and very sparse population density in the arid and semi-arid lowlands. In contrast to some of the subregions of the world, East Africa is dominated by drylands: arid, semi-arid and dry subhumid, which are characterized by one or two rainy seasons separating longer dry seasons in which temperatures can rise into the high 40s. In Kenya, for example, more than 80 percent of lands classified as arid and semi-arid land zones are home to 30 percent of the population and nearly half of her livestock (FAO-Representation Kenya -2008).

FAO is committed to supporting national governments in the region through collaboration with other development and

financial partners to achieve sustainable agricultural transformation and ensure that agriculture continues to drive economic growth in these countries. One of the FAO's Subregional Office for Eastern Africa (SFE) key functions is to provide technical support to programme development and implementation in the region.

It is the pursuance of this latter role that SFE has developed this strategic framework to guide the process and give it its logical orientation, in line with other guiding framework that the Organization has recently put in place for its global activities.

While acknowledging the progress already being made in some countries, SFE believes that putting in place the right policies and investment, the region can unlock potential that can improve the present situation in various countries of the region. Among the potentials in the region include: livestock for domestic and export markets, productivity in the pastoral/rangeland systems, agricultural intensification and technology use, etc. It is also critical that policies and approaches that address root causes of chronic and food insecurity including perennial hunger in most parts of the region are put in place.

## II.2 FAO in East Africa

The report of the Independent Evaluation of FAO's Decentralization in 2004 proposed radical decentralization through creation of additional Subregional offices to support FAO representations technically and to give the Organization the capacity to respond more robustly and effectively to government requests for technical assistance. The offices were to be staffed with broad specializations in policy and strategy expertise as appropriate to the subregion.

FAO at its 33rd Conference Session in Rome from 19 - 26 November 2005, approved further decentralization within the framework of the Organization's reform agenda. FAO's main objective of decentralization was/is to establish subregional offices which would become more responsive in delivering service to member countries.

The relationship of these offices to FAO's technical departments is the full implementation of the decisions to accord the offices autonomy in the use of their technical staff and establishment of the main reporting line to the Regional Representative. Since then, sub-regional offices have come to be better defined and gained greater homogeneity. The sub-regional offices are helping to develop strong institutional links between countries and to reinforce sub-regional integration processes. Global public goods (e.g. access to information and technology, environment and biodiversity protection and recovery) are increasingly being addressed through sub-regional collaboration. FAO now has nine sub-regional offices globally. This could afford the Organization a strong comparative advantage in linking to, and providing leadership in sub-regional initiatives.

In Eastern Africa, FAO in consultation with the Government of the Federal Republic of Ethiopia established the Subregional Office for Eastern Africa (SFE) in Addis Ababa through an agreement signed on 31 January 2007. The office was established in February 2007 to cater for nine countries in the region: Burundi, Djibouti, Ethiopia, Kenya, Rwanda, Somalia, Sudan, South Sudan and Uganda. Eventually, the Office staffed with a multidisciplinary team with technical skills in Land and Natural Resources, Forestry, Fisheries, Animal Production and Health, Investment, Agribusiness and Enterprise Development, Policy Support, Plant Production and Protection. The FAO Representatives of the countries in SFE are part of the multidisciplinary team.

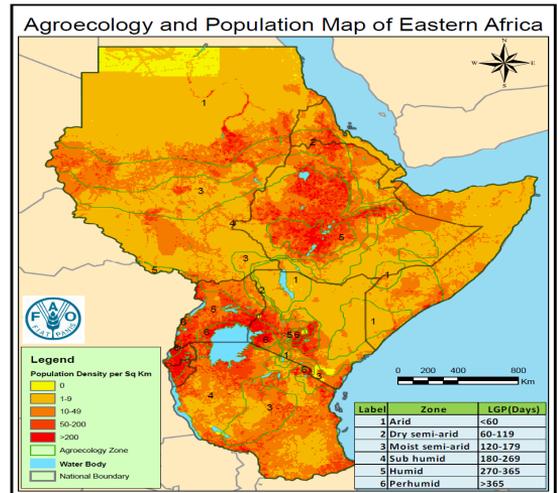
As an advisory and technical unit, SFE is committed to supporting national governments and collaborating with development partners in the region to improve agricultural productivity, better the lives of rural populations and contribute to the global economic growth. The Unit has identified the need for a systematic and coordinated intervention to set the stage for long-term sustainable growth and food security in Eastern Africa.

As FAO's vision states: "We strive for a world free of hunger and malnutrition, where food and agriculture contribute to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner." In fostering the achievement of this vision, FAO-SFE is promoting agricultural and rural development as the best mechanism to tackle poverty and food insecurity in Eastern Africa in the medium and long-term.

The SFE Strategic Framework sets coordinated and multidisciplinary programme priorities within four identified pillars bringing several thematic interventions and their outputs to best support member countries in the next four years. This Framework is described in details below under Section IV.

### III. Sub Regional Agricultural Domain

#### III.1 Strengths and opportunities



The Eastern African region is endowed with diverse ecosystems and biodiversity and enjoys a high level of diversity in both livestock and crop production systems with a significant part of the land area in the region being arid, semi-arid or dry sub-humid. With a population of over 300 million people heavily dependent on land and specifically agriculture to earn a living, the manner to which the natural resource base is utilized in the region and national policy strategies will determine the countries ambitions to be self sufficient in food production.

Four of the region's nine countries (Djibouti, Kenya, Sudan and Somalia) have access to marine resources, including the natural environments that support them, to provide a wide range of important direct social and economic benefits. About ten million people in the region depend on the fisheries sector in one way or another for their livelihoods, though average fish



consumption in Africa is relatively low (around 8kg/capita), and it is the only region in the world where per capita fish consumption has declined over the past decade making fish supply an important issue.

In recent years, there has been growing interest in the drylands and national agricultural policies to recognize the need for extra investments in dryland farming and livestock systems - which have previously been particularly marginalized. New approaches to agricultural sector analysis are beginning to recognize and value environmental services, tourism, and dryland products. Climate change experts also suggest that there is huge potential for the sequestration and payment for carbon capture in the drylands.

The livestock sector is one of the most dynamic parts of the agriculture economy (in the world and in the region). Livestock trade represents major export earnings for the region; for instance, for Somalia, estimates made in 2007 valued the livestock trade at more than USD 200 million per annum. Decisive action is required if the sector is to satisfy this growth in ways that support society goals for poverty reduction and food security but also national and regional economies, environmental sustainability and improved human health. The sector could make a greater contribution if judicious policies and reforms and significant public and private investment was aimed at enhancing smallholders (i.e. dairy) to take advantage of the opportunities, protecting the poorest households and vulnerable pastoralists and enacting broader rural development policies to ease the transition of some livestock keepers out of the sector.

The global food crisis of 2007/2008 triggered a revival of interest in food and agriculture in sub-Saharan Africa. As a result of the resurgent interest, policy makers and global leaders have been again forced to

recognize that the agricultural sector forms the backbone of most African economies, frequently contributing more than 30 percent of Gross Domestic Product (GDP) and as much as 40 percent of exports. Within the East African region the percentage of the active workforce engaged in agriculture is between 65 and 85 percent. The dominant crops produced in the subregion include: sorghum, maize, wheat, oil crops, root crops, fruits and vegetables, and tea, coffee, and spices. Agriculture, therefore, plays an important part in household income and livelihoods and nutrition. FAO believes that it is possible to create an enabling and conducive environment in which small farmers can produce and market their crops in towns and cities which are quickly growing in the region.

The revival of interest in agriculture has resulted in a number of policy processes including the appropriate African agricultural initiatives e.g. CAADP and others, through AU, COMESA, IGAD, East African Community, etc. These policy processes also recognize the importance of small holder farming systems in sub-Saharan African and the importance of increasing productivity both to achieve food security and also that agricultural and related industries drive economic growth and poverty reduction.

## III.2 Challenges and threats

The countries in the Eastern Africa subregion have high production potential with large tracts of land, water and human resources, as well as an agro-ecological and economic environment that supports a variety of production systems and enterprises in livestock, crops, fisheries and forestry products. However, the horn of Africa is one of the poorest regions in the

world with chronic food security problems relying heavily on subsistence agriculture and struggling with adverse effects of high population growth, low agricultural productivity, poorly developed marketing and value-addition and severe natural resources degradation.

The challenges and threats broadly reflect agro-ecology's strong variations and major differences between the highlands and the lowlands of the region. Very high population density in the higher potential areas with land holdings that are divided and sub-divided between generations; resulting in ever decreasing plot size where the land degradation is exacerbated, also the absence of any land-use planning have led to the wrong land-use decisions, such as over-utilization of the land resources. As a consequence, the result has been destruction of valuable natural resources: forest and some vital ecosystems, natural water reservoirs, etc. All these factors lead to soil infertility and strong competitions for the remaining available resources. Market access for agricultural products and inputs access are also a challenge for the millions of smallholders in the region to make value out of their products.

In the lowlands with average human density as low as 30 per square kilometer, there are about 25 million pastoralists and 90 percent of them are based in Sudan, Somalia, Ethiopia and Kenya. The major proportion of the land is classified as arid or semi-arid, with highly variable rainfall making it unsuitable for crop production. This leaves livestock production as the main viable land use activity with human communities adapted to these harsh conditions. Pastoralists have many ways to deal with food insecurity and have been able to cope with a failure of rain with no adverse effect on the population. However, perennial droughts together with rising

levels of vulnerability and other shocks like market failure, conflicts etc, in recent years have meant that pastoral households have had limited opportunity to rebuild their assets, including livestock. Thus, large numbers of the lowland population are caught in a spiral situation of chronic food insecurity and poverty.

The major challenges related to agricultural production in the subregion are related to: (i) Small-scale subsistence production; (ii) The relatively high degree of dependence on external food aid; (iii) The low level of subregion agricultural production for specific commodities and policy orientation toward modernization of agriculture; (iv) The severity of natural resource degradation and climate change; (v) The rapid population growth ; (vi) The need for capacity building particularly in post conflict countries.



### III.3 External Policy Environment

The CAADP of the New Partnership for Africa's Development (African Union/NEPAD) framework and to which SFE-FAO contributes, focuses on investment in four pillars: (i) Land and water management; (ii) Rural infrastructure and trade related capacities for improved market access; (iii) Increasing food supply and reducing hunger; and (iv) Agricultural research, technology dissemination and adoption.

Its principles call for: (i) Accelerated action for improving agricultural productivity and enhancing food security at country level; (ii) Devising practical measures for achieving sustainable increases in smallholder farming productivity; (iii) Addressing urgently food security and nutrition issues especially in low-income food-deficit countries by adopting a twin-track approach including both increasing the supply of food in domestic markets (through higher productivity and production but also food imports) and improving social safety measures to protect the chronically and transient vulnerable groups; and (iv) Identifying modalities for increasing financing for agriculture development and food security.

Most countries in Eastern Africa have developed clear national strategies and many have already signed CAADPs compact (business plans) and have developed investment frameworks. In order to streamline its support anchorage to the countries of the region, SFE-FAO will expand its strategic alliances to create the greatest synergy between key programmes partners and to ensure the strengthening of regional capacities in the agriculture and rural development sectors.

According to the Department of Rural Economy and Agriculture of the African Union (DREA) Strategic Plan (AUC, 2010), differential climate change impacts across the continent present a new challenge requiring innovation: in some cases new varieties of crops and breeds of livestock (or even new species of crops and animals) may be needed, especially those that are more tolerant to drier conditions. In others, the increasingly harsh agro-ecological conditions may demand alternative economic activities.

### III.4 New FAO Strategic Framework

In 2010, as part of its wider reform process, FAO unveiled a new Strategic Framework that encompasses a results-based management (RBM) or managing for results as part of a broader organizational shift to improve organizational effectiveness and efficiency, align individual and organizational goals. In this new context, FAO has elaborated eleven Organizational Strategic Objectives (SOs) described as follows and encompassing managerial, financial and technical functions.



## FAO Strategic Framework (2010-2019)

a) **Sustainable intensification of crop production (SO-A):** Assistance in the development of policies and strategies for sustainable production to meet growing and changing demands and to adhere to applicable safety and environmental standards; diversification to minimize risks; and better post harvest management including processing.

b) **Increased sustainable livestock production (SO-B):** Assistance in the formulation of strategies and investment plans to develop livestock specific sectors- dairy, meat and poultry production across the region in partnership with regional economic organizations; strengthening of capacities of veterinary services for enhanced animal and veterinary public health.

c) **Sustainable management and use of fisheries and aquaculture resources (SO-C):** Assistance to sustainable management and conservation of marine fisheries and aquaculture resources; support for production of high-value fresh water fish; assistance to aquaculture production and sustaining fisheries livelihoods; and support for efforts to reduce illegal, unreported and unregulated (IUU) fishing.

d) **Improved quality and safety of food at all stages of the food chain (SO-D):** Support for improved quality/ safety of foods at all levels of the food chain and harmonization of food safety policy and legal framework.

e) **Sustainable management of forests and trees (SO-E):** Strengthening forestry, rangelands and wildlife programmes; supporting regional cooperation and knowledge sharing on forest management; enhancing participation in the sustainable management of forests and trees; and promotion of importance to forests and trees for soil and water conservation and energy, food and fodder supply.

f) **Sustainable management and use of natural resources (SO-F):** Support for the development of policies and strategies for the sustainable use of land, water and genetic resources; and support for adaptation and mitigation initiatives to respond to global environmental and climate change challenges affecting food and agriculture.

g) **Strengthening regional and Subregional Organizations for economic integration (SO-G):** Support for harmonization of policies and integration of programmes of countries in the regions for trade in agricultural commodities, and inputs/outputs markets for food and agricultural products.

h) **Improved food security and better nutrition (SO-H):** Improved access to food insecurity analysis, statistics and information.

i) **Improved preparedness for, and effective response to, food and agricultural threats and emergencies (SO-I):** support to regional and national initiatives related to preparedness for the effective response to shocks, threats and emergencies.

k) **Gender equity in access to resources, goods, services and decision-making in the rural areas (SO-K):** Support in developing and using joint tools and methodologies in gender issues related to agriculture, rural development, access to resources, and emergencies.

l) **Investment in agriculture (SO-L):** Assistance in the design and supervision of effective public and private sector investment in support of the commitment of the Heads of States and Governments of Africa (the Maputo-2003) to allocate at least ten percent of their national budgets to agriculture and rural development.

### Functional Objectives

- X. Effective Collaboration with Member States and stakeholders
- Y. Efficient and Effective administration

The SFE Strategic Framework is in line with these Organizational Strategic Objectives. The Subregional Office has developed a range of unit results under the FAO Strategic Objectives to be achieved during the coming periods and in line with the priorities of the subregion and assembled in four strategic pillars.

## IV. SFE Strategic Framework

This strategic plan has been designed through a consultative process with major key partners and in line with the current national agricultural development policies and strategies embedded in FAO member countries' National Medium Term Priority Frameworks (NMTPF's), the United Nations Development Assistance Framework (UNDAF), The NEPAD CAADP pillars and the Millennium Development Goals (MDGs).

The SFE Strategic Plan will guide FAO's work in the subregion for the period 2011-2015, in particular to support and guide FAO country teams in striving to enhance food security, increase incomes and improve livelihoods of rural populations through agriculture and therefore contribute to MDG 1: "End hunger and extreme poverty".

To achieve its vision, SFE will focus on a comprehensive strategy through four strategic pillars based on FAO comparative advantage and aligned to Subregional priorities:

- 1) Support for an accelerated production and value- added enhancement ;
- 2) Promote public and/or private investments for agriculture and rural development;
- 3) Support for sustainable natural resource management;
- 4) Promote intra-regional strategies for improved food security and nutrition.

SFE recognizes that capacity building and institutional strengthening are key to

the achievements and implementation of strategies under the four pillars and that SFE does not act alone in support of global issues which must also contribute to the overall FAO vision. The SFE-Strategic Framework sets a common direction from the vision, mission, objectives and programme priorities. From the four pillars identified, several thematic programmes with their outputs, selected strategic functions have been outlined.

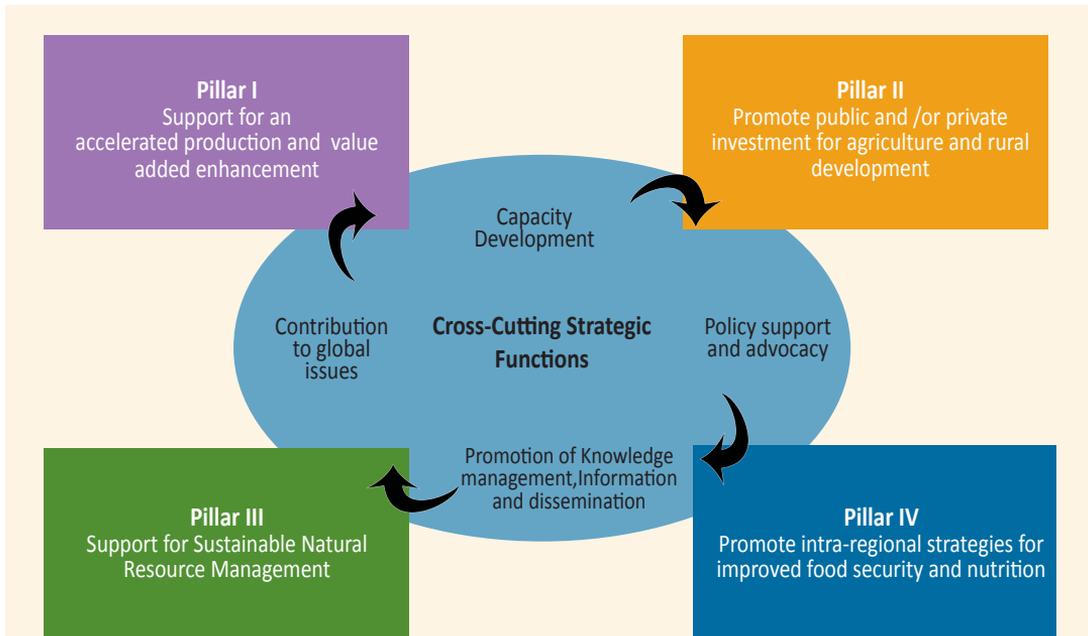
The strategic functions that are permanent and cross-cutting and which supports the above numerated pillars horizontally include:

- Capacity development ;
- Policy support and advocacy;
- Promotion of knowledge management and dissemination;
- Contribution to global issues.

Articulating disaster risk management (DRM) tools and principles into the Strategic Plan pillar number four (Promote intra-regional strategies for improved food security and nutrition) is a way to emphasize the role of agricultural emergencies to support long-term development.

The mobilization of financial resources is essential to the implementation of the various subregional activities linked to FAO interventions in the field of rural development and food security. It remains however a major challenge, as FAO is a technical support and coordination agency. The budget will be partly allocated from the Regular Programme that is funded by its members and by mobilizing extra budgetary funding from bilateral and multilateral institutions who are keen to play a role in the process.

Chart 1: SFE-Pillars and cross-cutting strategic functions



The four pillars encompass the various technical fields linked to 2010-2011 SFE-Units Results that are outlined in the following sections. The table below establishes the linkage between the four pillars, the FAO Organizational Results and MDGs.

**“Gender in Agriculture”**

Women make significant contribution to the rural economy in all the SFE countries. Their economic empowerment as women farmers, livestock keepers, fisherfolk, processors and traders is critical to the creation of effective and efficient agricultural programmes and policies. Decades of research demonstrate that women play a major role in food and farming in developing countries. Even if their role differs from country to country, they are important contributors to household welfare and food security and they supply local, regional and international markets with a wide range of goods.

Despite this significant support, they are facing strong inequalities and their voice is often unheard. To close this gender gap, FAO-SFE is working together with Governments, international Partners and civil society to promote within the CAADP framework equal access to resources and opportunities to ensure that agricultural programs and policies are gender-friendly and make their voices heard as partners for a sustainable development.



Table 1 : Linkage between SFE-Pillars, FAO Organizational Results and Units Results for 2010-2011

SFE pillars	FAO Organizational Results	Unit Results
P. I. Support for an accelerated production and value added enhancement	A: Crop	Increased crop productivity through intensification and modernization strategies focusing on the main food crop cereals; bananas and root crop, cassava in East African. Biopesticides to control migratory pests Conventions applied, and strategies /policies to establish systems for development and certification of seed developed.
	B: Livestock	Productivity and modernization of dairy and meat production sectors
	C: Fisheries & Aquaculture	Increased fishery and aquaculture productivity
	D: Food Safety/Quality	Improved good practices in food safety and quality at all stages of the food chain and conformity with market requirements by value chain operators in East African sub-regional countries.
	E: Forestry	Contribution of forestry to national GDP
	G: Markets & Agri-business	Countries and regional institutions in EA Subregion have improved capacity to implement strategies and programmes to strengthen agri-business linkages and entrepreneurship. Eastern Africa sub region agri-business and agro-industry policy strategies are developed.
	K: Gender equity	Enhanced capacities to incorporate gender ans social equality issues in agriculture, food security and rural development programmes,projects and policies.
P. II. Promote public and/ or private investment for agriculture and rural development	G: Markets & Agri-business	Strengthened livestock production commercialization and trade of live animals and meat products Support to Governments to develop agri-business and agro-industry policy strategies
	K: Gender equity	Enhanced capacities to incorporate gender ans social equality issues in agriculture, food security and rural development programmes,projects and policies.
	L: Agri-Investment	Analyze and prioritize investment strategies for key strategic commodities Enhanced capacities to support increased investments by both the private and public sectors
P.III. Support for sustainable natural resource management	A: Crop	Agricultural production and ecosystems protected through establishment of phytosanitary frameworks and strategic plans to combat invasive species
	B: Livestock	Animal productivity in less productive/exploited areas is assessed and best practices for Rangeland Management are shared
	C: Fisheries & Aquaculture	Improved international, regional and national resource management policies and strategies for fisheries and aquaculture formulation
	E: Forestry	Sustainable management of forests leading to reduced forest degradation and Climate Change Mitigation
	F: Land and water	Land and water resources data base and GIS maps elaborated Data on water resources for policy advice on managing water scarcity
	K: Gender equity	Enhanced capacities to incorporate gender ans social equality issues in agriculture, food security and rural development programmes,projects and policies.
P. IV. Promote intra-regional strategies for improved food security and nutrition	D: Food Safety/Quality	Revised and harmonized policies and legal frameworks for food safety/quality management in the EA sub-regional countries.
	H: Food Security / Nutrition	Institutional capacity strengthening for policy development and implementation on best practices to build resilience and coping mechanisms especially for marginal areas and vulnerable+ populations to enhance their livelihoods.
	I: Emergency/ rehabilitation	Improved preparedness and rehabilitation to address food insecurity in the EA.
	K: Gender equity	Enhanced capacities to incorporate gender and social equality issues in agriculture, food security and rural development programmes,projects and policies.

## **PILLAR I: SUPPORT TO AN ACCELERATED PRODUCTION AND VALUE ADDED ENHANCEMENT**

SFE will provide assistance towards a sustained agricultural growth and development. Whilst employing pro-poor strategies to integrate vulnerable groups, including women, SFE will focus on priority commodities: cereals, legumes, oil crops, root crops, dairy and meat products, which have great potential to contribute to food security. Enhanced agricultural productivity will be achieved through support to implementation of appropriate policy frameworks leading to agricultural transformation from subsistence to market oriented production, increased marketing and value addition. Technical inputs will include information and knowledge sharing on 'best practices', data synthesis for better planning and informed decision making, policy advice and advocacy in collaboration with development partners. Institutional strengthening such as capacity building for farmer groups is anticipated to result in improved access to support facilities and services such as farm inputs and equipment, credit and finance and improved marketing systems.

## **PILLAR II: PROMOTE PUBLIC AND/OR PRIVATE INVESTMENT FOR AGRICULTURE AND RURAL DEVELOPMENT.**

As Africa awakens to the multiple threats posed by soaring food prices coinciding with global meltdown of the financial sector, it is time to analyze and develop strategies to enhance public-private agricultural investment in the region. Given the challenges of the need to focus investments on key commodities/zones with effective economic gains, SFE plans to set up collaboration with development partners especially with the Regional Economic Communities (RECs) including the African Union. A review of current investments and potential areas for both the public and private sectors is necessary in order to identify the main opportunities for private-public sector investment in agriculture, and to

analyze the incentives and policies necessary for building confidence and facilitating agriculture led industrialization. The technical support will include capacity building in the implementation of investment programmes.

## **PILLAR III: SUPPORT FOR SUSTAINABLE NATURAL RESOURCE MANAGEMENT**

Rapid population growth and low productivity has obliged people to extend cultivation and grazing onto fragile environments as well as over-exploiting forest resources. Due to the interdependence and complexity of the natural environment, SFE will focus on sustainable land management, agriculture, water management and sustainable forest management. This is envisioned through on-the-ground support to watershed management, development of country investment frameworks for land management, integrating environmental strategies into sectoral policies, support to implementation of sustainable forest management principles and database development towards promoting the natural resource base for agriculture. This will include response emerging issues such as climatic change and special programmes to the dry land areas.

## **PILLAR IV: PROMOTE INTRA-REGIONAL STRATEGIES FOR IMPROVED FOOD SECURITY AND NUTRITION**

Eastern Africa is one of the major recipients of food aid, accounting for an estimated 20% of total world food aid. An efficient and effective operational framework to support national governments and regional institutions to eradicate the chronic food insecurity and malnutrition in the subregion in a coordinated manner is urgently needed. Furthermore SFE-REOA, FAO Subregional offices are aiming to support the programmes and mechanisms for improving disaster preparedness and response to food and agricultural threats and emergencies, with a view to strengthening community resilience. The focus will include

support to strategies that promote graduation of vulnerable communities to food secure livelihoods.

## SFE Cross-Cutting Strategic Functions

The implementation of the strategies under the pillars is supported through FAO'S cross cutting functions that include:

### 1. Capacity development

Capacity development is at the core of FAO's mandate and is crucial to improving the skills of all stakeholders from community level to policymakers. SFE has been and intends to continue to support institutional strengthening of the member countries, forging partnerships and alliances with national and international organizations in the agriculture and rural development sector. Capacity building envisaged includes collaboration in training programmes and materials, 'promotion of best practices', support to information networks and platforms, and facilitation of information exchange such as workshops, publications and online learning sources.

### 2. Policy support and advocacy

Policy support is core to FAO's objective on improving food and nutrition security throughout all the sectors. Policy support will consist of mainstreaming to address the structural causes of food and nutrition insecurity and provide evidence based responses to policy makers in the areas related to agriculture, rural development and food security as well as assisting FAO member countries in:

- formulating, monitoring and evaluating sustainable policies and strategies;
- enhancing dialogue at all stages of the policy process;
- policy advocacy for balanced sectoral policies and resource allocation decisions within the member states;
- developing capacities of public institutions dealing with policy issues.

With consolidated experience and using appropriate analytical tools, SFE will provide advice and technical support, identifying consistent macro-sector and factor policy options in order to tackle poverty, food security, inequality and environmental sustainability issues in the subregion.

### 3. Promotion of knowledge management, information and dissemination

FAO is well known for its database of agricultural statistics related to production marketing/trade and other aspects of subcomponents of the crop, livestock, fishery, forestry and environment sectors. SFE support in the subregion is in collation of baseline data, mapping, and synthesis of the current status and potentials to support planning and policy development.

### 4. Contribution to global issues

The global priorities and Africa-wide issues involve many global conventions, treaties and agreements that Eastern Africa countries sign on and may require technical support towards effective participation. These include ongoing treaties such as the Codex Alimentarius Commission (CAC), Rotterdam Convention, WTO trade agreements, International Treaty on Plant Genetic Resources (ITPGR), as well as emerging issues such as climate change, Millennium Development Goals (MDGs), Biodiversity, Bioenergy, etc.

The mobilization of technical and financial resources is essential to the implementation of the SFE strategic framework .

Mobilization of financial resources remains a challenge; hence, SFE will endeavour to collaborate with national governments and other development partners to identify possible financing sources, such as the private sector and regional finance institutions and agencies.

## IV. Implementation Approach

The SFE-FAO will engage with regional organizations to expand their role in supporting coordinated analysis and response to food crisis. Institutional organization such as the African Union (AU), the Regional Economic Communities (UNECA, COMESA, IGAD, EAC, etc.) provide high-level analysis of issues and coordination of responses amongst their membership.

The implementation approach will engage in the strategic areas of focus which is derived from its capacity to act, its *value-added*<sup>1</sup> and *niche*<sup>2</sup> for intervention. FAO's capacity to act is enhanced by its technical expertise in the areas of focus, available at headquarters, regional, Subregional and country office, which can be amassed on demand to respond to need. FAO has global and national experience in intervening in the identified priority areas and has a strong presence in the field.

FAO has longstanding experience in planning, identifying, designing and supporting the implementation of agriculture and rural development investments.

### Monitoring and Evaluation of implementation

The strategic plan to enhance participation, competitiveness and environmental integrity in the agricultural

sector requires concerted efforts of all stakeholders and the constant monitoring of the interventions. It calls for joint implementation between SFE-FAO and government authorities. To this end, a permanent joint committee should be set up between the stakeholders involved.

Implementation arrangements include working with the FAO Representatives, facilitating country leadership, fielding missions with officials from AU/NEPAD and Regional Economic Communities (RECs), setting up a quality assurance process and training multi-agency teams. The Work Plan includes relevant indicators and the officers will have to meet the outputs from the various outcomes in a schedule time frame. The new Worksplaningsystems from FAO; the Performance Management System (PEMS) creates a specific monitoring and result based environment, where all officers will, under the general supervision of the PEMS manager and in collaboration with other staff who are part of the PEMS team, participate in activities related to their work plans (with mid-term evaluation and final evaluation).

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<sup>1</sup> Value-added refers to the unique contribution or enhancement an individual/organization/institution brings forth/adds to a service/product that differentiates its intervention from those of other actors

<sup>2</sup> A niche is a unique opportunity or priority area that renders itself worthwhile of focused attention by an individual/organization/institution's efforts/interventions. A niche is created by identified needs/wants that are not being addressed by other actors and by offering products/services that satisfy them.

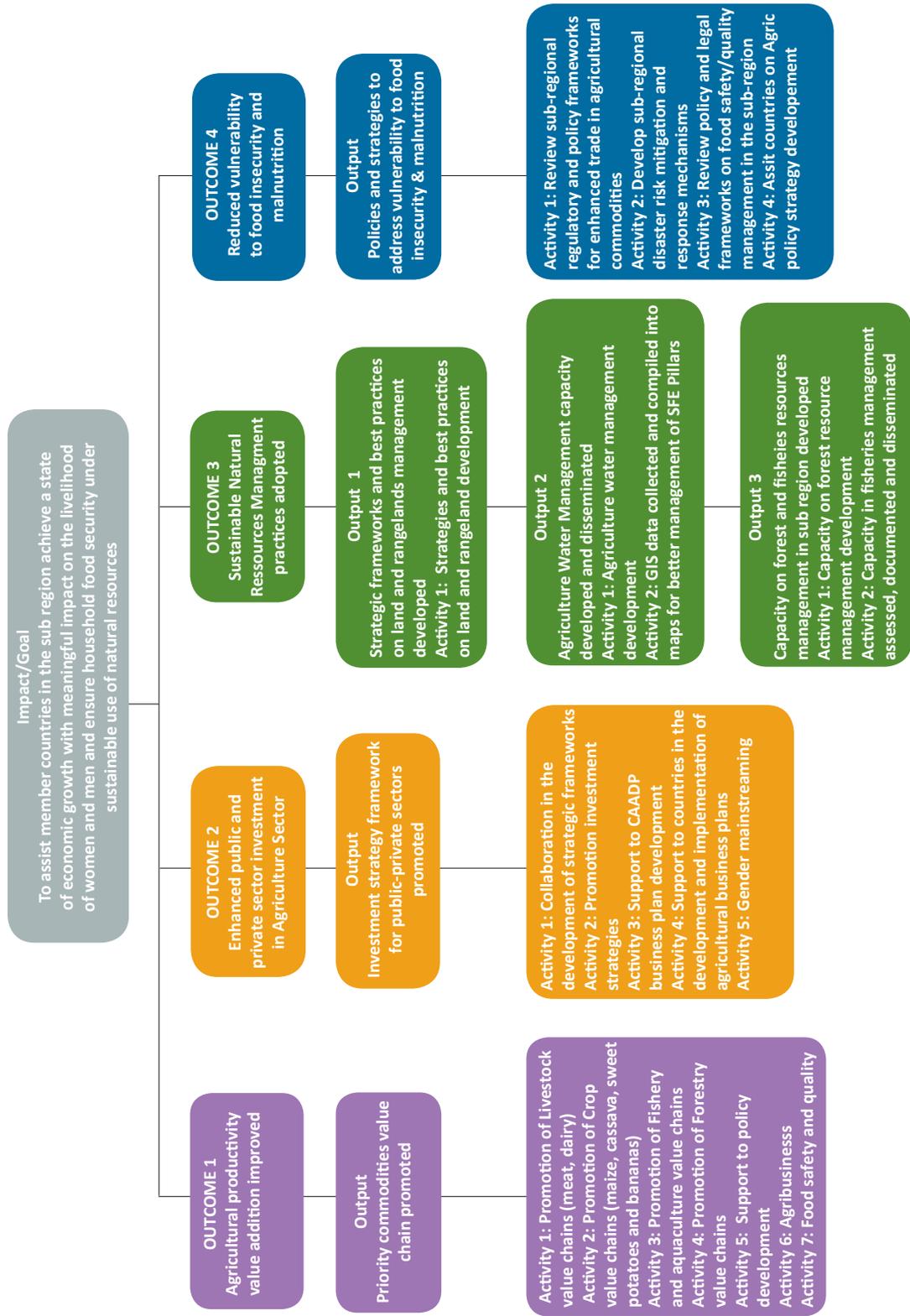


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# Appendix 1 :SFE- Results Chain



## Appendix 2 : Donor complementarities in Eastern Africa subregion

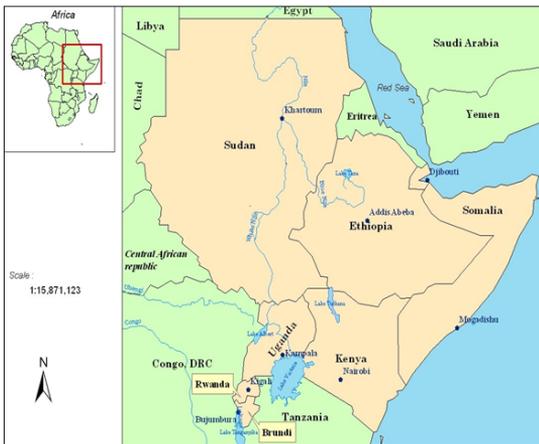
Major donors	Sustainable intensification of crop production	Sustainable livestock production	Sustainable management and use of fisheries and aquaculture resources	Forestry resources management and sustainable use	Sustainable management and use of natural resources	Strengthening regional and subregional Organizations for economic integration	Improved food security and better nutrition	Investment in agriculture
AfDB	ΔΔ	Δ	-	-	ΔΔ	-	ΔΔ	Δ
CIDA	ΔΔ	-	ΔΔ	ΔΔ	ΔΔ	-	ΔΔ	ΔΔ
DANIDA	ΔΔ	ΔΔ	-	-	ΔΔ	-	ΔΔ	ΔΔ
DFID	ΔΔ	-	-	ΔΔ	ΔΔ	ΔΔ	ΔΔ	ΔΔ
European Union	ΔΔ	ΔΔ	ΔΔ	ΔΔ	ΔΔ	ΔΔ	ΔΔ	ΔΔ
GIZ	-	Δ	-	-	ΔΔ	-	-	ΔΔ
IFAD	ΔΔ	Δ	-	-	ΔΔ	-	ΔΔ	ΔΔ
Italian Development Cooperation	ΔΔ	ΔΔ	-	-	ΔΔ	ΔΔ	ΔΔ	ΔΔ
JICA	ΔΔ	Δ	ΔΔ	ΔΔ	ΔΔ	-	ΔΔ	ΔΔ
SIDA	ΔΔ	ΔΔ	-	ΔΔ	ΔΔ	-	ΔΔ	ΔΔ
USAID	ΔΔ	ΔΔ	-	-	ΔΔ	-	ΔΔ	ΔΔ
World Bank	ΔΔ	Δ	-	-	ΔΔ	-	ΔΔ	Δ

ΔΔ : Lead donor or key player; Δ : Complementing other donors. In addition to the donors mentioned in the table, there are smaller donor-supported interventions in the agriculture and rural development sector, and many interventions in other sectors. Besides those listed in the table, other partners are the Governments of Canada, Finland, France, Switzerland, Netherlands, Belgium, Norway and Spain.

Source: FAO/ADAM, 2010

Note: Other donors are also present in the sub-region but their information is not available





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