

PART IV – IMPLEMENTATION STRATEGY

4.1 Partners and partnership

CaCESA has been designed in full consultation with the institutions listed below in order to build synergies and complement existing initiatives aiming at reducing food insecurity in the region by combating cassava-related diseases.

ASARECA is a non-political organization of the National Agricultural Research Systems (NARS) of ten countries: Burundi, Democratic Republic of the Congo, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Sudan, Tanzania and Uganda. It aims at increasing the efficiency of agricultural research in the region so as to facilitate economic growth, food security and export competitiveness through productive and sustainable agriculture. ASARECA was established, following the approval of the “Framework for Action for Agricultural Research in Eastern and Central Africa”, by a meeting of stakeholders held in Kampala, Uganda, in November 1993. This stakeholders’ meeting was attended by leaders of the NARS and faculties of agricultural research, as well as representatives of development agencies that are active in agricultural research in the region.

CEMAC has been created in 1994 by Cameroon, Central African Republic, Congo, Gabon, Equatorial Guinea and Chad. Since 2005, FAO provided support to CEMAC to develop a common agricultural strategy (SAC) and cassava crop has been identified as one of the most important crop in the sub-region.

The International Center for Tropical Agriculture (CIAT) is a member of the Consultative Group on International Agricultural Research. CIAT has conducted cassava improvement research since the mid-1970s. The main goal of this work has been to help increase and stabilize cassava production in diverse environments and for different markets by developing improved gene pools in cooperation with national programmes. In collaboration with many national and international partners, CIAT is working to combat whitefly and other such problems through research on disease (including field diagnosis) and pest ecology.

COMESA traces its genesis to the mid 1960s. In particular, COMESA, of which 9 of the 15 countries under CaCESA are members, is implementing the Comprehensive Africa Agricultural Development Programme (CAADP). CAADP is a programme of the African Union. The objective of Pillar of the CAADP aims to promote food and nutrition security and dealing with the challenges of the vulnerable and food insecure populations.

CRS was founded in 1943 by the Catholic Bishops of the United Countries to serve World War II survivors in Europe. Since then, the organization expanded in size to reach more than 80 million people in more than 100 countries on five continents. As the official international humanitarian agency of the United Countries Catholic community, CRS is governed by a Board of Directors made up of clergy, most of them bishops, religious and Catholic lay men and women.

IITA is an international non-profit research for development organization since 1967, governed by a Board of Trustees, and supported primarily by the CGIAR. IITA and partners have delivered the bulk (70 percent) of the international research impact in Sub-Saharan Africa in the last three decades. The R4D model is unique in that (i) it focuses on long-term development needs to guide our research design and choice of partners; and (ii) it incorporates two critical elements absent in traditional models: a mid-process initial research-outcome and an explicit EXIT-strategy for IITA.

Partnerships will be developed on the basis of established comparative advantages and complementarities between the partners. Clear responsibilities (lead role) will be allocated to specific partners in connection with the programme framework based on comparative advantage. The number of partners and partnerships should be specific and sufficient for the working of the programme. General communication with all stakeholders will be encouraged, but this should not confuse the allocation of core responsibilities, to maximize productive time and avoiding unnecessary meetings and other unproductive activities.

4.2 FAO comparative advantage

The main partners (listed in section 4.1) each bring a primary comparative advantage:

- ASARECA is best placed to facilitate technology and agricultural research transfer across national boundaries.
- CEMAC plays a federating role in market regulation in Central Africa Region.
- CIAT has valuable experience in developing and deploying varieties of cassava resistant to whitefly which is both a cassava pest and a vector for cassava diseases.
- COMESA has a recognized mandate on policy across eastern and southern Africa.
- CRS has an extended network of national partners through churches and parishes.
- IITA is the lead technical institution for research in root and tuber crops.

The main comparative advantage of FAO is that it acts as a neutral forum where all partners meet as equals to negotiate agreements and debate strategies. In that sense, FAO contributes strengthening partners' role and strategies in a harmonised and technically sound way. Furthermore, this strategic programme is the appropriate reflection of a true partnership approach which differs profoundly from the traditional view where partnership is seen as an alliance of organizations working together toward a common goal. True partnership is a mindset that shapes how we relate to others, how we speak and how we listen, and how we approach conflicts and disagreements.





Harvesting healthy cassava

Credit: FAO/G. Napolitano

4.3 Budget

The total indicated cost of the implementing activities under the programme framework is estimated in the region of USD 112.5 million. The following table provide the summary budget by output.

CaCESA summary indicative budget by component (output)		
Description	USD	%
Output 1: multiplication and distribution of material	45 020 000	40
Output 2: awareness creation	13 500 000	12
Output 3: coordination	11 260 000	10
Output 4: farmer field school activities	25 890 000	23
Output 5: wide-area disease management	16 880 000	15
Total	112 550 000	100

A summary of the indicative budget by item is provided in Annex 2. Detailed information on the budget breakdown by country, region and by year is available on request.



Malawian cassava farmer

Credit: FAO/J. Spaull

4.4 Programme management

CaCESA will be implemented through the FAO Food Chain Crisis Management Framework (FCC). The FCC is FAO's primary instrument for action in support of member countries and for institutional collaboration in the global governance of threats to the human food chain at all stages from production to consumption. Such action and collaboration focuses on the response to potential or verified substantial emergencies threatening the food chain and on necessary steps for rehabilitation. The FCC facilitates horizon scanning for improving forecasting, preparedness and prevention of emerging threats to the food chain. The FCC also undertakes and promotes risk communication.

The Food Chain Crisis – Emergency Management Unit (FCC-EMU) is the operational arm of the FCC. It provides the core operational capacity for the rapid-, medium- and longer-term response to potential or verified substantial emergencies threatening the food chain (animal diseases, plant pests and food safety) and for the related medium-term rehabilitation.

The FCC reflects FAO's determination to address the risks to the human food chain in their assessment, management and communication dimensions in a comprehensive, systematic, interdisciplinary, institutions-wide collaborative approach. Recent external evaluations of FAO have highlighted the Organization's comparative advantage in this domain.

The FCC-EMU builds on the experience and operational capacity of TCE in managing large-scale, emergency programmes with multidisciplinary components, by consolidating the present capacity for responding to transboundary pests and animal diseases.

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Whenever possible the FCC-EMU delivers its mandate through the concerned Emergency Coordinators who benefit from the Unit's support to strengthen their operational capacities in the related areas. For food chain emergency related activities, the concerned Emergency Coordinators operate within the FCC framework, line of command and reporting arrangements.

For Plant Pests related activities, the FCC-EMU operates under the overall policy and technical guidance of the Plant Production and Protection Division, the general supervision of the Director TCE and the direct supervision of the Chief Emergency Operations Service - Asia Europe and Special Emergencies, TCE.

The different FAO divisions involved in the FCC and relevant to the implementation of CaCESA are described below:

- **The Plant Production and Protection Division:** This division leads FAO's new corporate strategy on the sustainable intensification of crop production. Pest and disease management, whether due to intensification, or as constraints to intensification, is a key aspect of this work. The Division's programme addresses international aspects of plant protection and closely cooperates with regional and national plant protection organizations and programmes. Plant quarantine is covered specifically by the Secretariat to the International Plant Protection Convention, setting standards, exchanging information and fostering cooperation. Through the Emergency Prevention System for Transboundary Animal and Plant Pests and Diseases (EMPRES), the Division is engaged in early warning and pest and disease mapping activities, early reaction and research on pests and diseases of a transboundary nature. The Division also provides technical advice to FAO member countries on increasing sustainable crop and grassland production through plant improvement, application of plant biotechnology techniques, development of integrated production systems and rational grassland management.
- **Emergency Operations and Rehabilitation Division:** This Division plays a leading role in helping countries prevent, mitigate, prepare for and respond to emergencies.

4.5 Strategic path

The phase-in process (initial 12 months)

Staff deployment

The programme will not require a massive deployment of staff. In most countries, it will build on existing teams and capacities, particularly on the Emergency Coordination Units in Burundi, Central African Republic, the Democratic Republic of the Congo, Kenya, Malawi, Sudan, Uganda, Zambia and Zimbabwe. In countries with no Emergency Coordination Unit, namely Angola, Gabon, Mozambique, Rwanda and Tanzania, the FAO Representation will implement the programme. The regional Emergency Office for Africa (Kenya) and subregional offices (Ethiopia, Gabon and Zimbabwe) will be instrumental to assure a smooth but prompt phase-in process.

Activities

As demand for quality vegetative material is high, multiplication activities will constitute an important part of the first year while the Farmer Field School approach will be progressively introduced.

Regarding coordination, each country is at a different stage. In the most advanced countries, such as Burundi, the Democratic Republic of the Congo and Uganda, to a lesser extent the first year will contribute to consolidate what is already in place. In other countries, the first year will be used to make a complete review of stakeholders, leadership, and conduct baseline surveys as appropriate.

The development of tools and protocols for disease surveillance will also be introduced from the first year with the bulk of expenditures occurring during that period.

The phasing-out strategy (last 12 months)

The first four years of the programme should have contributed to build enough capacity and systems for national authorities to play an active and efficient leadership in the cassava sector. Similarly, the Farmer Field School approach will contribute significantly to build community's capacity and leave a legacy at field level for good agricultural practices.

Therefore, the last year of the programme should be mainly dedicated to ensuring that all transfer processes have gone smoothly and remove potential bottlenecks to sustainability.



Cassava roots can be harvested whenever there is a need, or left in the ground when farmers are driven from their land

Credit: FAO/C. Ferrand