



**FAO
REGIONAL
STRATEGIC FRAMEWORK
FOR AFRICA
(2010 – 2015)**

Table of Contents

Foreword	4
1- Executive Summary	6
2 - Issues and Challenges Facing Africa	9
2.1 Increasing Food Insecurity	9
2.2 Inadequate Food Production and Supply Systems	10
2.3 Changing Rural Population and Aging Agricultural Labor Force	10
2.4 Increasing Dependence on Food Importations	11
2.5 Soaring Food Prices	11
2.6 Inefficient Agricultural Markets that affect Trade and Livelihoods	12
2.7 Inefficient Use of Land and Water Resources	12
2.8 Fisheries	13
2.9 Increasing Deforestation and Resource Degradation	13
2.10 Climate Change and Bioenergy	14
2.11 Pests and Diseases	15
2.12 Insufficient Investment in Agricultural Sector	15
2.13 The Global and Regional Context for Change	16
2.14 FAO Corporate Reform	18
3 - Functional Statement of RAF	19
3.1 The Mandate of the FAO Regional Office for Africa (RAF)	19
3.2 RAF Vision and Goal	19
3.3 The Role of RAF	20
4 - Regional Priorities & Comparative Advantage	20
4.1 Identification of Regional Priorities of RAF	20
4.2 Planned Objectives for RAF Priorities	22
4.3 Comparative Advantage of RAF	23
4.4 Implementation of the Regional Strategic Framework	24
4.4.1 Guiding Principles	24
4.4.2 Institutional Arrangements	24
4.4.3 RAF's Multidisciplinary Approach	25
4.4.4 Partnerships and Alliances	25
4.4.5 Performance Assessment /Monitoring and Evaluation	26
Table 1: RAF Priorities: an overview	21
Table 2: RAF priorities and FAO Strategic Objectives	27
Table 3: RAF Priorities Links to Regional Institutions	28
Appendix 1: Main Components of FAO's Results-based Framework	29
Appendix 2: Mandate of RAF	30
Appendix 3: Maputo Declaration on Agriculture and Food Security in Africa	32
Appendix 4: AU Declaration of the Abuja Food Security Summit	34
Appendix 5: FAO Offices in the Africa Region	36
Appendix 6: FAO Member Countries in the Africa Region	38

Abbreviations

AUC	African Union Commission
AWM	Agricultural Water Management
CAADP	Comprehensive Africa Agriculture Development Programme
CCRF	Conduct for Responsible Fisheries
COFI	Committee on Fisheries
COMESA	Common Market for Eastern and Southern Africa
DO	Decentralized Office
ECOWAS	Economic Community of West African States
FAO	Food and Agriculture Organisation
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
AIDS	Acquired Immune Deficiency Syndrome
IO	Independent Organisation
IPCC	Intergovernmental Panel on Climate Change
IUU	Illegal, Unregulated and Unreported (Fishing)
MDGs	Millennium Development Goals
MDT	Multidisciplinary Team
NEPAD	New Economic Partnership for African Development
OCD	Operational and Decentralized Activities
RAF	Regional Office for Africa
REC	Regional Economic Community
RFB	Regional Fishery Bodies
RO	Regional Office
RR	Regional Representative
SRO	Sub-Regional Offices
SSA	Sub-Saharan Africa
TCAS	Agricultural Policy Support Service
TCEO	Emergency Operations Service
TCO	Field Operations Division
TCP	Technical Cooperation Programme
WFS	World Food Summit

Concepts and definitions of a results-based approach:

Global Goals of Members represent the fundamental development impacts, in the areas of FAO's mandate, which the countries aim to achieve

Strategic Objectives contribute to the achievement of the Global Goals

Functional Objectives provide the enabling environment for FAO's work;

Organizational Results define the outcome of FAO's work under each Strategic and Functional Objective;

Core Functions are recognized as the critical means of action to be employed by FAO to achieve results.

2010-2015

Foreword

In 2008 FAO initiated the most sweeping and most profound reform since its creation over six decades ago, in follow-up to the Independent External Evaluation (IEE). Members Countries welcomed the IEE recommendations and supported the reform by preparing an Immediate Plan of Action (IPA) that was adopted by a special session of Conference, the supreme governing body of the Organization, held in November 2009. When fully implemented, the IPA could be the origin of a new FAO that will be far more effective and efficient in its quest to contribute to the fight against hunger and achieving food security for all. The new FAO would be operating on a reduced but focused mandate reformulated on the basis of its comparative advantages.

It is in the overall framework of this organisational reform that the Regional Office started preparing its Regional strategic framework for Africa (2010 – 2015). Initial ideas for RAF's strategic framework were elaborated during the first RAF Regional Management Team meeting that took place in February 2009, at a time when the world economy was in deep crisis. Indeed, the severity of the crisis was unprecedented since the Great Depression of the 1930's. This crisis has three dimensions: economic, financial and food crisis. While the first two crises have direct and indirect effects on the food crisis we, as FAO, are most concerned with the latter. The High Level Conference on World Food Security convened in Rome in June 2009 sought to find ways and means for immediate short term measures to boost supply response in developing regions especially in Africa. But obviously the main challenge ahead is to identify root causes of the crisis and address them with long term perspective in mind.

It is no secret that among developing regions Africa lags behind and faces the largest challenges. It is the only region where per capita food production and growth rate have either been declining or at best stagnating due to:

- long term neglect of the agricultural sector by African Governments in terms of global national resource allocation since independence in the early 1960';*
- declining share of agriculture in an overall declining Official Development Assistance in the 1980's and the 1990's; and*
- ill-advised policy orientations and decisions made in the framework of Structural Adjustment Programmes.*

These three phenomena combined have resulted in an African food and agriculture sector which has been resource starved in terms of investment over a prolonged period of time, which impeded the sector's development.

However, the last few years have shown positive signs of African countries becoming more aware of the important role the agricultural sector can play towards lasting national socio-economic development. Decisions by the African Union (AU) to adopt the Comprehensive Africa Agriculture Development Programme (CAADP) as a framework for moving the agriculture component of the New Economic Partnership for African Development (NEPAD) forward as well as the Maputo Declaration with which African States agreed to devote at least 10 percent of their national budgets to the sector, are testimony to the emerging political will to place food security issues at the top of the development agenda.

Furthermore major financial institutions such as the World Bank and the African Development Bank have renewed their priority to agriculture and food security. The World Bank President went as far as to declare before the AU Summit in Addis in 2007 that in Africa the effect on poverty reduction is three times higher when investing one dollar in agriculture than investing the same dollar elsewhere in the economy. Other initiatives include the establishment of the Alliance for a

2010-2015

Green Revolution in Africa (AGRA), the decision by the Japanese Government to boost rice production in Africa over the next 10 to 15 years, and the European Commission deciding to contribute 1 billion Euros to increase food production in developing countries especially in Africa, are further signs of a renewed interest in the sector.

FAO's global interventions and its Regional strategic framework for Africa are designed and implemented taking the aforementioned context into account. Given the multiplicity of agricultural development and food security issues, prioritization must guide interventions as a means for efficiently and effectively targeting and addressing them. The identification of RAF's priorities followed a consultative process involving the Coordinators of FAO's four sub-regional offices in the region¹ who presented priorities of their sub-regions that were formulated through various consultation processes with country representatives and sub-regional institutions, notably the sub-regional economic integration groupings. Common priorities among the sub-regions were identified and discussed during the 2nd RAF Regional Management Team meeting that took place in December 2009. In the end the formulation process agreed on four RAF priority areas for action together with some crucial tools and cross cutting issues that include gender.

RAF priorities, as indicated in the Regional strategic framework for Africa, derive their legitimacy from those defined by Member Countries, Regional institutions, conferences and agreed programmes such as the AU, NEPAD / CAADP, the AU Summits on Fertilizer, on Food Security etc., and FAO's Africa Regional Conference of Ministers of Agriculture. These priorities form part of the Medium Term Plan (MTP) for the period 2010-2013 which provides specific objectives and related activities as well as an indication of required resources. From the MTP, short term priority objectives and related activities have been included in the Programme of Work and Budget (PW&B) for the 2010-2011 Biennium.

This Regional strategic framework document is "work in progress" and will be subject to iterative processes between RAF Management, Member Countries and other key stakeholders to modify or refine the set of priorities based on inputs from Regional Conferences and Technical Committees. Therefore, frequent adjustments, which may follow the two-year schedule of FAO's Africa Regional Conferences of Ministers, are expected based on changing conditions and the needs of people in the Region.

I hereby express my sincere gratitude to all those who contributed and assisted in the formulation of this important document.

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¹ FAO's sub-regional offices in the region are: Central (SFC), Eastern (SFE), Southern-(SFS) and Western (SFW) Africa

1- Executive Summary

Background

Africa is a continent rich in natural and human resources where an estimated 1.01 billion people live in 2009. Agriculture is the predominant economic sector which employs nearly 70 percent of the labor force; it accounts for about 40 percent of total merchandise exports, and contributed between 11 and 12 percent to GDP in 2008. For the continent as a whole, economic growth was well above 5 percent until 2008, and for Sub-Saharan Africa, above 5.5 percent. Much of this growth since 2000 has been driven by exports of primary commodities. Agricultural growth in Sub-Saharan Africa has been more than 3.5 percent, well above the current annual rate of population growth of two percent. However, such growth could not achieve poverty reduction targets which continue to represent a serious challenge on the continent. Poverty remains endemic in all regions except North Africa and continues to be concentrated in rural areas. An estimated 388 million people in Africa live on less than \$1.25/day in 2005 compared to 295 million in 1990. Poverty is also concentrated in politically marginalized areas and in conflict zones, in countries recovering from conflicts, and those which are landlocked or in hostile ecosystems.

Recent evidence suggests that Sub-Saharan Africa may be turning the corner in view of local successes recorded in food crop and livestock productions. Other changes taking place on the continent namely, the reduction in the number of armed conflicts, improvement in regional and sub-regional institutions' capacity, and the good progress that has been made in developing the business environment, are a source of renewed optimism about good prospects for the agricultural sector in Africa. Global trends such as: (1) climate change and consequent increases in the severity and frequency of weather-related impacts on production, with more frequent and severe occurrence of emergencies and disasters; (2) increasing demands on agriculture to provide, not only food and feed, but also commodities for energy and other purposes; (3) an increased importance of food safety and bio-security issues, including trans-boundary pests and diseases, (4) economic and financial crisis, among others, represent serious threats but also to some extents, new opportunities for the development of the sector.

Several commitments at global and regional levels have been made in view of the agricultural and food security challenges facing Sub-Sahara Africa as well as most of the Least Developed Countries and regions of the world, thus demonstrating the political will to reduce vulnerability and improve food security and poverty conditions around the world. At the global level, the most prominent commitments include the 1996 **World Food Summit** which has been reinstated by the November 2009 Summit and renewed the commitment of the international community to ensuring food for all; the **Millennium Declaration** which specifically sets the objective of halving the proportion of the world's poor and hungry people by the year 2015; the **Paris Declaration** on Aid Effectiveness re-confirmed by the **Accra Agenda for Action**; the **UN Reform**, and **L'Aquila Food Security Initiative** that announced a goal of mobilizing US\$20 billion over a period of three years for increasing G8 assistance to Agriculture and Food Security (GAFS).

At the continental level, there have been numerous commitments from as far back as the 1980s in the Lagos Plan of Action for the Economic Development of Africa and in the early 1990s in the African Economic Community initiative. Some of the more recent ones include the **Maputo Declaration on Food Security (2003)** with the "*commitment to the allocation of at least 10 percent of national budgetary resources to agriculture and rural development policy implementation within five years*"; the **Sirte Declaration on Agriculture and Water (2004)**, geared toward addressing the challenges in implementing integrated and sustainable development on agriculture and water

2010-2015

in Africa; **Endorsement of NEPAD / CAADP** in 2005 with the aim to increase agriculture growth rates to 6 percent per year, and to sustain over time; the **Abuja Declaration on Fertilizer for the African Green Revolution** by which the AU Member States resolved to increase fertilizer use from 8.0 kilograms to 50.0 kilograms of nutrients per hectare by 2015; and the **Sharm El-Sheik Declaration on the High Food Prices** in 2008 as the AU Assembly committed to reduce by half the number of undernourished people in Africa by 2015, eradicate hunger and malnutrition in Africa and take all necessary measures to increase agricultural production and ensure food security in Africa, in particular through the implementation of AU-NEPAD CAADP and the 2003 AU Maputo Declaration.

Long term neglect of the agriculture sector has resulted in a lack of inputs and low capacity to improve production yields at regional level. Meanwhile, the emerging impact of climate change is already affecting the sustainability of Africa's current model of food production characterized by reliance on rain-fed crops and extensive livestock production. Erratic and irregular weather patterns has resulted in a rise in failed harvests and poor crop yields making it difficult for farmers to maximize the potential of limited resources. Sustainable management of natural resources such as fisheries, forestry, wildlife and water, is key to Africa's attainment of food security and environmental stability. Declining levels of ODA allocated to agriculture has contributed to widespread underinvestment in the region.

In addressing the overall trends and challenges facing food, agriculture and rural development, FAO's results-based approach provides a structured means for focusing on the opportunities where FAO is best placed to intervene, leveraging its comparative strengths vis-à-vis other development partners. This promotes a demand-driven definition of focused interventions that are directly linked to the achievement of Members' Goals and Objectives. These interventions are the basis for FAO's four-year results frameworks and two-year programme of work presented in the Medium Term Plan and Programme of Work and Budget.²

RAF Vision

RAF believes that agriculture can act as a driving force in pushing up the standard of living of the rural poor. Following naturally from the organisation's global vision³, **RAF's Vision** is *to build a food secure and environmentally sustainable region for present and future generations in Africa.*

RAF's goal is to assist FAO Member Countries in the Africa region to accelerate, on a sustainable basis, the rate of growth of agricultural productivity and improve the competitiveness of their agricultural sector. Working to assist Member Countries in the African region, RAF's primary goals are to improve agriculture growth, sectoral productivity and competitiveness alongside poverty reduction. RAF is also dedicated to providing efficient and effective service to sub regional offices and FAO representatives, in the form of administrative, technical information and policy assistance.

² FAO (2009) Medium Term Plan 2010-2013 and Programme of Work Budget 2010-11 p.16

³ **The FAO Vision is:** *to strive for a world free of hunger and malnutrition where food and agriculture contribute to improving the living standards for all, especially the poorest, in an economically, socially and environmentally sustainable manner.*

2010-2015

The Role of RAF

The mandate of RAF is the broad identification, planning and implementation of FAO's activities in the Region. The office facilitates and, in many cases, provides the major justification for both country and sub regional activities requested by Member States and their regional integration entities.

Acting as the focal point for addressing region-wide food and agriculture issues, RAF plays a critical role in maintaining and developing relations with sub-region and region-wide institutions. In providing technical assistance and advice to Member Countries, RAF may be requested to ensure the provision of services of technical officers, specialists and consultants for short assignments.

RAF Priorities for 2010-15

The priorities for FAO RAF were identified using the guidance and recommendations of the 25th FAO Regional Conference for Africa, recent Africa Regional Conferences and African Union Summits, including those hosted by NEPAD/CAADP in addition to the Millennium Development Goals. The priorities are in harmony with corporate objectives and organizational results of FAO, and reflect the priorities of the Sub-regional Offices. RAF priorities are to: (i) increase agricultural productivity and diversification, (ii) promote sustainable natural resources management (iii) support market access and sanitary measures for better trade, and lastly, (iv) improve knowledge management, information and advocacy in Africa.

Activities towards the achievement of RAF priorities include, among others, strengthening capacity to formulate and implement coherent policies on hunger, food security and malnutrition, developing governance framework for sustainable natural resources management and enhancing market development through greater diversification and creating opportunities to add value to agriculture produce. RAF activities are also directed toward providing assistance and policy advice to Member Countries and Regional Economic Communities (RECs) on strengthening national research and analysis. These activities are implemented within short-term bi-annual workplans drawn from a four-year Medium-Term Plan which applies the principles and major elements of the results-based approach. The priorities of RAF can be seen to clearly link with the FAO Strategic Objectives (SO), each made up of corresponding Organizational Results (OR).⁴

The approach for implementing the strategic framework is essentially based on a set of principles with the most important being to (1) focus interventions on the priorities, needs and new challenge of Member Countries; (2) to use a multi-disciplinary team approach based on holistic and livelihood considerations that take into account different but related aspects of needs and challenges; (3) of developing partnerships and alliances based on comparative advantage and complementarity toward greater efficiency and impacts, and (4) result-based system that emphasises staff performance assessments as well as monitoring and evaluation of impacts in the field.

An overview of issues and challenges facing Africa which are significantly relevant for the formulation of regional priorities for coming years, are presented in the next section followed by RAF mandate and priority areas, and the implementation approach for the Regional Strategic Framework.

⁴ ibid

2 - Issues and Challenges Facing Africa

FAO works in Africa where agriculture and natural resources face many constraints, and as a result, it remains undercapitalized, inefficient and uncompetitive. But, in the lead-up to its High-Level Expert Forum held in Rome in October 2009, the FAO issued a cautiously optimistic progress report on the state of the African agricultural sector saying: “after a long period of neglect, the importance of agriculture is becoming clearer to all of us. And that is resulting in improvements in some of the supporting services and infrastructure that are the real obstacle to improved growth in Africa.”⁵ The areas where issues and challenges are interwoven into RAF’s work are described below:

2.1 Increasing Food Insecurity



Although the prevalence of hunger fell from 35 to 33 percent in Sub-Saharan Africa (SSA) between 1990-92 and 2002-04, the number of undernourished people increased to 213 millions⁶ rising to a total of 239 millions in 2010.⁷

At this stage past the midway point between the adoption of the MDGs in 2000 and the 2015 target date, SSA is in danger of failing to meet most of the targets set. The number of underweight children in the region increased from 29 million to 37million between 1990 and 2003 as the proportion of underweight children

under 5 dropped just 4 percent from 32 percent to 28 percent between 1990 and 2006. The majority of countries making the least progress in this regard are in SSA, though other countries in the continent have made good progress in addressing rising levels of hunger. Fourteen out of thirty countries who achieved a 25 percent reduction in hunger in the last decade were in SSA despite the fact that the region is most affected by malnutrition.⁸ Development gains made in SSA are now being seriously threatened by the current global economic and financial crises, with setbacks in attempts to achieve the MDGs and the World Food Summit (WFS) targets by 2015. FAO projects that unless the current trend is reversed, the number of undernourished people in Africa will increase between now and 2015, when almost half the world's poor will live in sub-Saharan Africa.

⁵ <http://www.farmingfirst.org/2009/10/fao-issues-progress-report-on-the-status-of-the-african-agricultural-growth/> October 2009

⁶ FAO (2008) Report of 25th FAO Regional Conference for Africa 2008

⁷ FAO (2010) State of Food Insecurity in the World

⁸ UN (2008) The Millennium Development Goals Report

2.2 Inadequate Food Production and Supply Systems



Food crops cover about 60 percent of total arable area in sub-Saharan Africa. The rural poor and food insecure derive the bulk of their income from the production of staples or from activities related to staple food and livestock production systems. For the continent as a whole, annual per capita production of cereals has fluctuated between 135 kg and 172 kg during the 1990s - far below the global average of 352 kg. Production growth in cereals over the past 30 years was around 2.9 percent per annum, and is expected to stay roughly at this level for the next 30 years⁹ reflected in the low cereal yields obtained in SSA. Africa is also the

only region where the average food production per person has been declining over the last 30 years. The region experiences the lowest level of improved inputs use per unit of land in the world. A major challenge to food security in Africa is the efficient production of the quantities and quality of crops and livestock products (including horticulture crops, range/pasturelands and underutilized/newly emerging and high value crops, improved breeds) required to meet growing and changing food demands and adhere to food safety and environment standards.

2.3 Changing Rural Population and Aging Agricultural Labor Force



Currently, approximately 38 percent of SSA's population lives in urban areas. It is predicted that by 2030, almost half of the population will be urban.¹⁰ While this trend could be mostly ascribed to rural-urban migration which drains the youthful labour force from rural areas, the root cause is poverty and degraded natural resource base. One major consequence is an aging and decreasing agricultural labour force that is expected to produce enough food for an increasing urban population. In addition, rural-urban migration has contributed to a trend called 'feminization of the agricultural sector', referring to the fact that in most countries in the region, more men than women are leaving the agricultural sector and the rural areas in search of remunerated jobs and better living conditions in the cities. In SSA 80 percent of the basic food is produced by women.¹¹ Levels of feminization of the agricultural sector vary within and between countries, production systems and value chains, but this further underscores the need for modernization of agricultural production in such a way that both male and female farmers would have access to improved production technologies.

⁹ Ibid

¹⁰ Ibid

¹¹ FAO(2005) Gender and Land compendium of country studies

2.4 Increasing Dependence on Food Importations

In line with the rise in the number of hungry, there has been a progressive growth in food imports in the last years of the 20th century, with Africa spending an estimated US\$18.7 billion in 2000 alone¹² rising by over two fold to 49 billions in 2008.¹³ At the same time, food aid gives evidence of considerable external dependency: in 2006 Africa received 3.8 million tons of food aid, which is over a quarter of the world total. Rising food insecurity linked to the lack of access to food, is heightened by growing pressure on national food stocks and dependence on food imports. Imports of agricultural products have been rising faster than exports since the 1960s and Africa as a whole has been a net agricultural importing region since 1980. The majority of countries in Africa are net importers of food and receive a large proportion of global food aid, with 20 percent of total food relief being consumed in the horn of Africa alone.¹⁴ Meanwhile, agriculture accounts for about 40 percent of total merchandise exports, having declined from over 50 percent in the 1960s. For Africa as a whole the agricultural sector accounts for about 70 percent of the total labour force and 12 percent of GDP. The “livestock revolution” observed in the world has yet to come in Africa due to numerous constraints. The growth of the livestock sector is still slow and remains below the population growth. The growing importation of livestock products is an important issue for African producers facing constraints in production, processing and market access. Africa is net importer of animal products, except hides and skins, and trends are persisting. Imports have increased by 5 percent per year and reached the value of \$ 4,148 millions in 2006. Exports have decreased by 2 percent per year, causing a gap of \$ 3,694 millions equivalent to 67 percent of developing countries deficit.¹⁵

2.5 Soaring Food Prices



In Africa, soaring food prices have had a devastating impact on the rural poor. As hunger rises, rural communities across the continent struggle to afford basic food commodities. Recent declines in prices on the world market have not yet been felt in local African markets, where prices on average are still higher than in 2008. Regional prices for crops such as maize, rice and sorghum have increased in Ethiopia, Eritrea and Senegal by over 100 percent.¹⁶ The financial crisis entails for future reduction of poverty and exposes poor and vulnerable households to potentially severe welfare losses.

¹² FAO (2008) Report of 25th FAO Regional Conference for Africa 2008

¹³ FAO (2008) Food Outlook, Nov

¹⁴ FAO(2009) Food prices in Africa

¹⁵ FAO (2009) State of Food and Agriculture – Livestock in the balance

¹⁶ FAO (2009) Initiative on Soaring Food Prices: Country Responses to the Food Security Crisis: Nature and Preliminary Implication of the Policies Pursued, Rome

2.6 Inefficient Agricultural Markets that affect Trade and Livelihoods



In Africa, the efficient functioning of markets is constrained among others by inappropriate policies, low volumes, limited competitiveness, lack of information, inadequate infrastructure, weak institutions and market power asymmetries.

To stimulate development, Africa urgently needs infrastructure improvements given that it faces the longest average distances to the nearest large market and the fact that a fifth of its population lives in landlocked countries. Its rail freight capacity is less than 2 percent of the

world total, the marine freight capacity is 11 percent (much being foreign owned but registered for convenience in Africa), and air freight is less than 1 percent; similarly, its power generation capacity per capita is less than half of that in either Asia or Latin America.¹⁷ In parallel with improvements in infrastructure within Africa, adjustments are needed in the promotion and support (including subsidy) policies of developed countries. Exporting countries within the region need to raise their capacity to participate in trade negotiations and to meet the increasingly stringent quality requirements of world trade.



2.7 Inefficient Use of Land and Water Resources

Poor utilization of Africa's water resources has placed considerable strain on crop and livestock production. This is reflected by the fact that only 7 percent of Africa's arable land is irrigated.¹⁸ Water is a major input if not the most important input in agriculture and Africa has significant water resources although not evenly distributed among the sub-regions. Despite existing irrigation and animal watering potentials, agriculture remains mostly rain-fed (93 percent of arable land) with a

high risk of drought, low-input and low-productivity; only 7 percent of the arable land are under irrigation and only 4 percent of the water reserves are used¹⁹. Cropping intensity of existing irrigation schemes are low and the needs for rehabilitation are ever increasing. Actual crop yields of rainfed lands remain far below the potential. This situation calls for an improved agricultural water management (AWM). Therefore, the need to scale up investment in water management for both rain-fed and irrigated agriculture as well as livestock production systems cannot be over-emphasized. The challenge is to cope with increasing water scarcity, to improve water productivity for both rainfed and irrigated agriculture and livestock production systems, to increase cropping intensity, to expand land area under sustainable water control, to adapt to and mitigate the impact of climate change.

¹⁷ NEPAD (2002) Comprehensive Africa Agriculture Development Programme

¹⁸ FAO (2004) FAO's strategy to enhance Food Security in Africa <http://www.fao.org/newsroom/en/news/2004/39947/index.html>

¹⁹ Ibid

2.8 Fisheries



Countries in SSA produce substantially lower in fish products in proportion to their potential capacity. There has been a 2.7 percent decrease in fisheries production to 2.4 million tons per annum.²⁰ Africa produces 23.5 percent of the global fisheries production compared to almost 70 percent in Asia.²¹ Fish provide 19 percent of total animal protein intake in Africa; however supply of fish per capita has virtually stagnated in comparison with other regions in the world.²² Africa has the lowest per capita consumption of fish which decreased from 9.9 kg in 1982 to 7.6 kg in 2003. Per capita consumption of fish in Sub-

Saharan Africa has The Nigerian fisheries market is the regional leader at 85,000 tonnes per annum. There are encouraging signs of emerging markets in shrimp and seaweed in Madagascar and Tanzania; however the majority of African countries are unable to capitalize on the huge potential market advantages that the fisheries trade could provide. Overexploitation of fish stocks e.g. pilchard products in Southern Africa, pose a serious challenge to the development of the fisheries market, alongside the threat of Illegal, Unregulated and Unreported (IUU) fishing, which is widespread across the region

2.9 Increasing Deforestation and Resource Degradation



Forestry is at the centre of domestic energy supply in Africa, providing in many countries more than 75 percent of the domestic energy needs for cooking, heating and other uses.²³ Forestry's contribution to the development of the economies of African countries is equally recognized despite that this contribution is not fully accounted for in the GDPs of countries in Africa. While many African governments are increasingly showing political will to address the sector, as witnessed by the many new policies and legislations for improved governance in the sector, this seeming commitment is not

matched by adequate financial and human resources allocations to the sector due mainly to lack of prioritization of forestry in economic development plans and also to insufficient resources. Insufficient incentives in the private sector have also contributed to the lack of development in forestry in Africa. As a result, deforestation and forest degradation have been on the increase in the humid and dry areas in Africa, a situation caused and aggravated by the increasing human population and demand for space for settlement, agriculture, industrial and other developmental needs of the economies. FAO's 2010 Forest Resources Assessment (FRA) Report indicates that Africa has been losing 3.4 million hectares of forest area annually between 2000 and 2010. The neglect of the sector has and will continue to compromise economic development given the

²⁰ FAO(2008) The State of World Fisheries and Aquaculture 2008

²¹ Ibid

²² Ibid

²³ FAO (2000) Report of 21st FAO Annual Regional Conference: The challenges of sustainable forestry development in Africa

importance it has for soil and water conservation and energy, wood, food and fodder supply at national level. Deforestation and forest degradation therefore remain key challenges for the attainment of environmental sustainability (MDG7) in Africa.

2.10 Climate Change and Bioenergy



The Intergovernmental Panel on Climate Change Report 2007 estimates that Africa will be the most vulnerable to the impact of climate change, due to the multiple adverse factors like poor infrastructure, high levels of poverty and ineffective governance. Crop yield projections show a decline of up to 50 percent whilst crop revenue is forecast to fall by as much as 90 percent by 2100. World Bank forecasts show that SSA will surpass Asia as the most food insecure region, inhabiting 40-50 percent of undernourished people globally in 2080 compared with 24 percent today.²⁴ In response

to variations in temperature and precipitation Africa is predicted to see an increase in crop pests and diseases, in addition to altered soil fertility. Declining incomes and rising unemployment are expected to hit agriculture zones hard. Furthermore, a fall in nutrient access is predicted to raise susceptibility to diseases such as malaria and HIV/AIDS.

The agriculture sector is likely to experience periods of prolonged droughts and/or floods during El-Niño events. Agriculture losses of between 2-7 percent of GDP are expected by 2100 in parts of the Sahara and by 2-4 percent and 0.4-1.3 percent in Western and Central Africa, and Northern and Southern Africa respectively. Fisheries will be particularly affected due to changes in sea temperature that could decrease productivity trends by 50-60 percent.²⁵ Bioenergy may offer some opportunities to farmers but at the same time, it poses risk to food security in the region and the rest of the world from converting food crops into fuel, thus increasing demand as well as international prices for food commodities.

²⁴ World Bank(2008) Climate Change response strategies for agriculture

²⁵ IPCC(2007)

2010-2015

2.11 Pests and Diseases



The threat of transboundary pests and diseases is yet another major constraint to agricultural productivity. Staple crops in East Africa are threatened by serious banana and cassava diseases, spread by farming practices, movement of planting materials, and in some cases insect vectors. Banana bacterial wilt (BBW or BXW) has threatened production in Uganda and neighbouring countries from 2002 onwards. Cassava Mosaic and Brown Streak virus diseases threaten this key food security crop throughout the Great Lakes region of East Africa. Emergency programmes have attempted to multiply planting materials of disease-

tolerant cassava varieties, but the combination of the diseases together is still proving problematic. Other challenges include black smut of wheat and desert locusts, which require the strengthening of phytosanitary services in order to carry out the necessary preventive actions.

Animal diseases such as bovine contagious peripneumonia, Newcastle disease, foot-and-mouth disease, classical swine fever, east-cost fever, Rift Valley fever are among the key challenges in improving livestock production in addition to the lasting African Animal Trypanosomiasis and the growing importance of zoonotic and neglected diseases. Furthermore, forest pest and diseases have significant economic impacts on planted forest, mainly conifers, where they have been known to have caused large scale deaths and consequent economic losses to the countries. FAO 'Global Review of forest pest and diseases' (2009) reported that about 40% of forest pest in Africa are introduced. Formulating sound plant protection and animal health components of integrated policies, strengthening of services and improving investment share of the 10 percent level of the Maputo agreed commitment in all relevant sectors remain important challenges.



2.12 Insufficient Investment in Agricultural Sector

Despite the importance of the agricultural sector as engine of growth, sufficient funds have not been allocated to the sector to increase investment and develop appropriate well researched policies and programmes. The share of ODA allocated to agriculture has fallen from a high of 18 percent in 1979 to just 3.5 percent in 2004. At present spending on agriculture has reverted to 1975

levels²⁶. Heads of State and Government signed the Maputo Declaration (2003) committing to allocate at least 10 percent of their national budgets to agriculture and rural development in order to accelerate the implementation of the actions agreed upon. However, IFPRI reports that only 7 African countries had reached or exceeded the 10 percent level in 2007.²⁷ Raising agricultural

²⁶ World Bank (2008) World Development Report

²⁷ IFPRI (2008) The 10 percent that could change Africa, IFPRI Forum, Washington

productivity will require scaling up investment in water development and management for crop and livestock production. Inadequate rural roads, transport infrastructure and storage and packaging contribute to increased trade costs for Africa's agriculture produce. Without investment in Africa's infrastructural requirements, it is likely that agriculture commodities in the region will fail to compete with cheaper food imports.

Alongside the challenges described above are positive changes at global, regional and FAO corporate levels that create the impetus for agricultural transformation towards improved food and nutrition security in the region.

2.13 The Global and Regional Context for Change

Several global events are resulting in greater demands being placed on RAF as well as other decentralized offices within FAO, and shapes the formulation of this strategic framework. The most important global events include:

- (i) **The World Food Summit** held in 1996 in Rome was the first global gathering at the highest political level to focus solely on food security and, in adopting the Rome Declaration on World Food Security and the World Food Summit Plan of Action, it renewed the commitment of the international community to ensuring food for all. The Declaration enunciates both the ultimate goal and the immediate target: "We pledge our political will and our common and national commitment to achieving food security for all and to an ongoing effort to eradicate hunger in all countries, with an immediate view to reducing the number of undernourished people to half their present level no later than 2015." A common thread that runs through the declarations and action plans adopted by the global conferences is that of national responsibility and international solidarity. The goals defined are goals that only states can achieve, but the multilateral institutions, each within its own mandate and sphere of competence, are called on to help and support them in that effort. This commitment has been reinstated by the subsequent 2009 World Food Summit held in Rome.
- (ii) **The Millennium Declaration**, adopted through a Resolution by the United Nations General Assembly on 8 September 2000, commits the international community to combat poverty, hunger, disease, illiteracy, environmental degradation and discrimination against women by setting eight goals and targets to be achieved. It specifically sets the objective of halving the proportion of the world's poor and hungry people by the year 2015.
- (iii) **The 2005 Paris Declaration** on Aid Effectiveness (re-confirmed by the 2008 **Accra Agenda for Action**) which highlighted the issues of ownership, alignment, harmonization, focus on results and mutual accountability. These declarations are mainly concerned with returning control over in-country development policy and activities to national governments.
- (iv) **The UN Reforms** aimed at greater coherence in operational activities for development which include, *inter alia*, the "Delivering as One" (DaO) initiative in eight pilot countries that followed the Secretary-General's High-Level Panel on UN System-wide Coherence Report issued in 2006. The objective is to achieve a better effectiveness and faster development operations in order to speed up the realization of the MDGs.

- (v) **The L'Aquila Food Security Initiative (AFSI)** of July 2009, in expressing deep concern with the impact of the global economic crisis and food price spikes on countries least capable to meet the MDG targets on poverty and hunger, announced a goal of mobilizing US\$20 billion over a period of three years for increasing G8 assistance to agriculture and Food Security (GAFS).

At the continental level there have been numerous commitments from as far back as the 1980s in the Lagos Plan of Action for the Economic Development of Africa and in the early 1990s in the African Economic Community initiative. Some of the more recent ones include the following:

- (vi) **Maputo Declaration on Food Security (2003):** At the Second Ordinary Assembly of the African Union in July 2003 in Maputo, African Heads of States and Governments endorsed the "Maputo Declaration on Agriculture and Food Security in Africa". The Declaration contained several important decisions regarding agriculture (Appendix 3) but prominent among them was the "*commitment to the allocation of at least 10 percent of national budgetary resources to agriculture and rural development policy implementation within five years*".
- (vii) **The Sirte Declaration on Agriculture and Water (2004):** At the Second Extraordinary Session of the Assembly of the African Union in February 2004 in Sirte, African Heads of States and Governments committed themselves to 11 recommendations on the challenges in implementing integrated and sustainable development on agriculture and water in Africa.
- (viii) **The Endorsement of NEPAD / CAADP (2005):** CAADP is a growth-oriented agricultural development agenda, aimed at increasing agriculture growth rates to 6 percent per year, and to sustain over time to create the wealth needed for rural communities and households in Africa to prosper. To achieve this goal, CAADP focuses its interventions in four key pillars to achieve measurable outcomes. **Pillar 1** on extending the area under sustainable land management and reliable water control systems; **Pillar 2** on improving rural infrastructure and trade-related capacities for market access; **Pillar 3** on increasing food supply, reducing hunger, and improving responses to food emergency crises; and **Pillar 4** on improving agricultural research, technology dissemination and adoption. Crosscutting issues common across the four pillars targeted for interventions include capacity strengthening for agribusiness; academic and professional training; and improving access to information for agricultural strategy formulation. In addition, the **CAADP Companion Document Strategies focus on** (i) Improvement of livestock productivity and increase of the production of meat and milk; (ii) Intervention in the forestry sub-sector; and (iii) Investments for fisheries and aquaculture.
- (ix) **Declaration of the Abuja Summit on Food Security in Africa (2006):** The Heads of States and Governments of the African Union assembled in Abuja, Nigeria, on the 7th day of December 2006, took 15 pledges (Appendix 4) outlining an equal number of poverty reduction and food security programmes; they requested the African Union Commission (AUC) to establish an ad-hoc *follow-up committee consisting of representatives of the AUC, NEPAD, FAO, IFAD, ECA and WFP* to strengthen the capacity of Member States to implement food security and nutrition programmes and to monitor the implementation of the summit outcomes.
- (x) **Abuja Declaration on Fertilizer for the African Green Revolution:** In June 2006, the African Union Special Summit of the Heads of State and Government adopted the 12-

2010-2015

Resolution “*Abuja Declaration on Fertilizer for the African Green Revolution.*” At the end of the Summit, the AU Member States resolved to increase fertilizer use from 8.0 kilograms to 50.0 kilograms of nutrients per hectare by 2015. As an immediate measure, the declaration recommended “the elimination of taxes and tariffs on fertilizer and on fertilizer raw materials”. The summit also agreed on an action plan to operationalize the declaration, which has five main elements: (i) development of agro-dealer networks across rural Africa; (ii) establishment of national agricultural input credit guarantee facilities; (iii) use of “smart” subsidies to ensure that poor smallholders have access to fertilizers; (iv) creation of regional fertilizer procurement and distribution centres, removal of trade barriers and promotion of local fertilizer production; and (v) establishment of an Africa Fertilizer Development Financing Mechanism by the African Development Bank.

- (xi) **Sharm El-Sheik Declaration on the High Food Prices (2008):** In this declaration (Assembly/AU/Decl.2 (XI)), the AU Assembly committed to reduce by half the number of undernourished people in Africa by 2015, eradicate hunger and malnutrition in Africa and take all necessary measures to increase agricultural production and ensure food security in Africa, in particular through the implementation of AU-NEPAD CAADP and the 2003 AU Maputo Declaration. The Assembly urged a global partnership that deals with the causes and repercussions of the crisis, tackles the issue of food security within a more comprehensive humanitarian scope and the right to food and life. This partnership would support efforts at the national, regional, and international levels to curtail the rise in food prices. The Assembly called for the immediate launching of an International High-level Dialogue between food exporters and importers from developed and developing countries aimed at: concluding an international strategy for the short, medium and long-term handling of the crisis; examining the speculation risks pertinent to agricultural commodity prices; energizing scientific research in the field of fertilizers and new seed varieties that scrutinizes the effects of genetically modified seeds on sanitary and phyto-sanitary, human, as well as animal health; and confronting climate change challenges seriously and effectively, the repercussions on drought and land desertification, and the direct consequences on the world's food security.

2.14 FAO Corporate Reform

At the Corporate FAO level, the Organization initiated in 2008 the most sweeping and most profound reform since its creation over six decades ago, in follow-up to the Independent External Evaluation (IEE) in 2007. Members Countries welcomed the IEE recommendations and supported the reform by preparing an Immediate Plan of Action (IPA) that was adopted by a special session of Conference, the supreme governing body of the Organization, held in November 2009.

Elements of the reform include the adoption of a new strategic framework of FAO, MTP and WP&B focused on an integrated results-based framework, and further reforms of the system, culture change and organizational restructuring including Organizational risk assessment and management framework, increasing the effectiveness of decentralized offices, and strengthening human resource management. In order to improve prioritization, effectiveness, impact and oversight of FAO's work, major reforming of programming and budgeting are proposed including the role of the Governing Bodies.

When fully implemented, the IPA could be the origin of a new FAO that will be far more effective and efficient in its quest to contribute to the fight against hunger and achieving food security for all. The new FAO would be operating on a reduced but focused mandate reformulated on the basis of its comparative advantages.

3 - Functional Statement of RAF



Maria Helena Semedo, FAO Assistant Director General, Regional Representative for Africa, delivering a speech at RAF @ 50 celebrations in Accra.

3.1 The Mandate of the FAO Regional Office for Africa (RAF)

The mandate of RAF is the overall identification, planning and implementation of FAO's priority activities in Africa. RAF serves as the focal point for addressing region-wide food and agriculture issues, and maintaining and developing relations with region-wide institutions including the Regional Economic Communities (RECs). The Regional Representative's immediate office ensures the efficient functioning of the Regional Office and oversees the utilization of the staff and resources allocated to it; s/he identifies regional priorities and contributes to the development of the Programme of Work and Budget of the Organization and workplans related to it; provides support for, and ensures the implementation of, the corporate, global and regional activities with the functional guidance of the units concerned at headquarters and in close cooperation with OCD and TC Department. Detailed elements of this mandate are presented in Appendix 2.

3.2 RAF Vision and Goal

RAF believes that agriculture can act as a driving force in pushing up the standard of living of the rural poor. Following naturally from the organisation's global vision, **RAF's Vision** is *to build a food secure and environmentally sustainable region for present and future generations in Africa*. RAF's goal is to assist FAO Member Countries in the Africa region to accelerate, on a sustainable basis, the rate of growth of agricultural productivity and improve the competitiveness of their agricultural sector while ensuring sustainable management and development of the natural resource base. Working to assist Member Countries in the African region, RAF's primary goals are to improve agriculture growth, sectoral productivity and competitiveness alongside poverty reduction. RAF is also dedicated to providing efficient and effective service to sub regional offices and FAO representatives, in the form of administrative, technical information and policy assistance. The attainment of these goals will result in a broad-based, inclusive and gender-sensitive enhancement of food security and poverty reduction.

3.3 The Role of RAF

The office facilitates and, in many cases, provides the major justification for both country and sub regional activities requested by Member States and their regional integration entities. Acting as the focal point for addressing region-wide food and agriculture issues, RAF plays a critical role in maintaining and developing relations with sub-region and region-wide institutions. In providing technical assistance and advice to Member Countries, RAF may be requested to ensure the provision of services of technical officers, specialists and consultants for short assignments.

The responsibilities of RAF include ensuring a multi-disciplinary approach to programmes; identifying priority areas of action for the Organization in the Region and, in collaboration with technical departments and divisions at headquarters, advising on the incorporation of such priorities into the Organization's Programme of Work and Budget; implementing approved programmes in the Region; and monitoring the level of programme implementation. Appendix 5 gives details of RAF Office, Sub Regional Offices and FAO Member Countries in the Africa Region.

4 - Regional Priorities & Comparative Advantage

4.1 Identification of Regional Priorities of RAF



The regional priorities were identified during the 1st regional management meeting held in Accra, Ghana in February 2009. Guidance and recommendations of the 25th FAO Regional Conference for Africa,²⁸ the various Regional Commissions, such as those on fisheries, forestry and wildlife, and African Union Summits, especially those on fertilizer and food security²⁹ were important main sources for identifying and selecting regional priorities for FAO action in the region.

Further refinement saw the alignment of the priorities with the NEPAD/CAADP³⁰ Pillars and Companion Document³¹ strategies. RAF's main contribution to the MDGs is to Goal 1, which combines the reduction of poverty with that of hunger. In addition, it contributes significantly to Goal 7 of ensuring environmental sustainability and directs resources towards achieving Goal 3 of promoting gender equality and empowering women. Indirectly, RAF's work on reducing hunger and malnutrition has important implications for achieving the goals covering primary education (Goal 2), child mortality (Goal 4), maternal health (Goal 5), and combating diseases (Goal 6).

²⁸ FAO 25th Regional Conference for Africa, Kenya, Nairobi, 2008: <ftp://ftp.fao.org/docrep/fao/meeting/015/k4224e.pdf>

²⁹ AU Summit on Food Security, Abuja, Nigeria, 2006 <http://www.africa-union.org/root/au/Conferences/Past/2006/December/REA/summit/Press.htm>

³⁰ Comprehensive Africa Agriculture Development Programme. www.Caadp.net

³¹ Comprehensive Africa Agriculture Development Programme Integrating livestock, forestry and fisheries subsectors into the CAADP NEW PARTNERSHIP FOR AFRICA'S DEVELOPMENT (NEPAD) June 2006 AFRICAN UNION NEPAD

<http://www.caadp.net/pdf/A0586e00%20pdf%20livestock%20fisheries.pdf>

The focus of the priorities for the region gives synergy, coherence and strength to the work of the region to combat issues and challenges that obstruct the continent from feeding its people. The priorities are in harmony with corporate objectives and organizational results of FAO, and incorporate the priorities of the Sub-Regional Offices. The major areas of detailed priority areas identified for RAF actions in the region in 2010 and 2011 in the context of the Organization's Strategic Objectives (SOs) are presented in detailed Table in 1 below.

Table 1: RAF Priorities: an overview

<p>4.1.1 Priority 1: Increase agricultural productivity and diversification</p> <ul style="list-style-type: none"> • Promote sustainable land management and soil fertility improvement • Improve agricultural water management • Improve domestic production and marketing • Facilitate regional trade in food staples • Building household productivity and assets • Improving livestock production • Improve emergency preparedness and disaster risk management <p>4.1.2 Priority 2: Promote sustainable natural resources management</p> <ul style="list-style-type: none"> • Promote better land management options • Promote better water management options • Support fisheries policies and institutionalization of framework development • Encourage fisheries equipment and infrastructure improvement • Promote commercial aquaculture • Support policy reforms and appropriate land use planning • Strengthen institutional frameworks • Encourage sustainable forest management • Improve emergency preparedness and disaster risk management <p>4.1.3 Priority 3: Support market access and sanitary measures for better trade</p> <ul style="list-style-type: none"> • Encourage the improvement of local infrastructure • Encourage of sound trade policies at regional level • Strengthen capacity to participate in trade negotiations • Promote the building of strategic alliances and industry linkages • Promote production and marketing and regional trade • Enhance farm household productivity <p>4.1.4 Priority 4: Knowledge management, information and advocacy in Africa</p> <ul style="list-style-type: none"> • Capacity building for Member States and other knowledge institutions • Enhancing knowledge exchange • Communication and advocacy
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4.2 Planned Objectives for RAF Priorities

Priority 1: Increase Agricultural Productivity and Diversification

RAF aims to support countries and other stakeholders to strengthen their capacity to formulate and implement coherent policies and programmes that address the root causes of hunger, food insecurity and malnutrition. This will be done through the development of policies and strategies on sustainable agricultural production intensification and diversification at national and regional levels. Member States and other stakeholders will also receive assistance on the generation, management, and analysis of data and statistics for improved food security and better nutrition. Improving access to FAO analysis and information products and services on food security, agriculture and nutrition is another key priority objective in addition to strengthening the capacity of stakeholder to exchange knowledge. Moreover, governments will be assisted in the development of enhanced capacities to incorporate gender and social equity issues in agriculture, food security and rural development policies, programmes and projects using sex-disaggregated statistics. Lastly RAF will support improvements to the capacity of public and private sector organisations to plan, implement and enhance the sustainability of food, agriculture and rural development investment operations.

Priority 2: Promote Sustainable Natural Resources Management

The key objectives for priority 2 are to improve the formulation of policies and standards that facilitate the implementation of the Code of Conduct for Responsible Fisheries (CCRF) for Members and other stakeholders. Delivering improvements to forestry governance in the region is another area of focus in addition of governance of the livestock sector as a means to ensure that its development is environmentally sustainable and that it both adapts to and contributes to mitigating climate change. RAF aims to strengthen the capacities of countries to improve water productivity of agricultural systems at national and river-basin levels including trans-boundary water system and support countries to address water scarcity in agriculture.

Strengthening of policies and programme at national, regional and international levels on the conservation and sustainable use of biological diversity for food and agriculture is key to the achievement of priority 2 alongside building capacity to address emerging environmental challenges such as climate change and bioenergy. In addition, RAF will work towards improving access to and sharing of knowledge for natural resource management, with particular attention to gender specific challenges and vulnerabilities to conditions adverse to sustainable management of natural resources.

Priority 3: Support Market Access and Sanitary Measures for Better Trade

Under priority 3 RAF aims to improve producer competitiveness by enhancing market diversification and widening opportunities to add value to agriculture produce through the development of appropriate analysis, policies and services. RAF will also support the integration of rural employment creation and income diversification into agricultural and rural development policies, programmes and partnerships. RAF will support countries to redress the neglect of animal-health systems observed as in many parts of the world and to develop the involvement at every level of producers and all other value chains actors in the development of zoonosanitary and food-safety programmes. Enhancing the competitiveness and developmental impacts of agribusiness and agro-industries, in relation to national and regional policies, regulations and

institutions, is a key focus area for RAF activities as part of priority 3. Furthermore, RAF will support countries to have increased awareness of and capacity to analyze developments in international agricultural markets, trade policies and trade rules to identify trade opportunities and to formulate appropriate and effective trade policies and strategies. Lastly, RAF aims to facilitate the development of institutional, policy and legal frameworks for food safety/quality management that support an integrated food chain approach as well as countries and RECs to establish effective programmes to promote improved adherence of food producers to international recommendations on good practices in food safety and quality.

Priority 4: Promote Knowledge Management, Information and Advocacy in Africa

The key objectives for priority 4 are to provide assistance and policy advice to Member Countries on strengthening national research and analysis, information sharing, dissemination and its use to improve decision-making at all levels. RAF aims to consolidate partnerships between FAO, regional and international agricultural research institutions in the formulation of strategies to improve information management and access and will actively promote lessons learned and best practices in gender sensitive approaches seen in the continent. Furthermore, FAO will support Member States, RECs and other stakeholders to enhance advocacy and communication tools to ensure wider recognition of knowledge management in the delivery of agriculture development goals.

Gender concerns are considered an integral part of and a cross-cutting issue in RAF's Strategic Framework. A key objective under this work will be capacity development of partner-organizations as well as FAO staff at RAF and Sub-regional offices in recognizing the need for gender sensitive planning of technical support implemented under all four RAF priorities. Furthermore, work will entail the promotion of evidence-based planning, monitoring and evaluation of development programmes, using up-to-date and accurate gender relevant statistical data. Increased inter-agency collaboration is foreseen in this regard, notably in the framework of joined support to the implementation of CAADP and Compact agreements and the Implementation of the Global Strategy for improvement of agricultural statistics in Africa.

4.3 Comparative Advantage of RAF

In general, FAO's comparative advantage is reflected in its authority and status as a global intergovernmental organization, its well-recognized reputation as an "honest broker" and its contribution as a source of unparalleled information on agriculture development. FAO has a broad networking capacity with Members, RECs and other partners and extensive decentralized capabilities at the regional and country levels. Its professional and multidisciplinary staff have the capacity to respond to unforeseen needs of Members Countries, and have demonstrated sound financial and administrative management.

The Regional Office for Africa shapes, provides and channels responses from the Organization to region, sub-regions and countries. The office facilitates and, in many cases, provides the major justification for implementation of both single country and multi-country activities requested by the membership. Therefore, the Regional Representative, the Sub regional Coordinators and the FAO Representatives are entrusted with providing pertinent and timely responses to demands for FAO services and inputs from Member Countries, as well as RECs in the Africa Region. RAF provides continuity of action and a unique resource for normative activities and for support to technical cooperation and investment mobilization activities.

The multidisciplinary and multilingual workforce offer professionalism and dedication devoted to the cause of multilateralism and bound by the standards of conduct of the International Civil Service, which is a major comparative advantage.

4.4 Implementation of the Regional Strategic Framework

The strategy is being implemented through four-year rolling Medium-Term Plans (MTPs), beginning with the 2010–2013 MTP. From these plans short term priority objectives and related activities are developed into two-year Programme of Work and Budget (PW&B), the first one being the PW&B for the 2010-2011 Biennium. In order to fulfil its mission and meet its obligations, RAF adheres to a set of principles and approaches to guide its interventions. These guidelines define the principles underlying interventions, institutional arrangements, partnerships, performance assessment and monitoring and evaluation.

4.4.1 Guiding Principles

The core principles that guide the implementation of its strategy in the region include absolute priority being accorded to Member Countries' existing needs and new challenges that they face, and supporting them in developing policies, making of information available to bolster national development, and enhance capacities that stimulate food production, food security and pro-poor oriented growth. Therefore, interventions are making use of or Country Programming Frameworks (CPF formerly called National Medium-Term Priority Framework (NMTPF) as a means to focus efforts on these needs and challenges. Because the CPFs are FAO's contribution to the UN Common Country Programming Process (UNDAF), this principle connects RAF interventions with the UN efforts of "Delivering as One" at country level. In addition, RAF's focuses interventions on comparative advantage, in line with its performance in each area of work, existing technical and financial capacities, and the integration of advocacy, normative and technical cooperation.

4.4.2 Institutional Arrangements

Within the ongoing organizational reform, RAF is responsible for leading FAO's response to regional priorities for example, those emanating from regional conferences, and maintaining relations with sub-region and region-wide organizations. The work is directly carried out by Multi-Disciplinary Teams (MDTs). The MDTs equally provide support to SROs' Technical Teams (TTs) representing the first port of call for the provision of technical assistance to countries in the sub-region, as well as FAORs in responding to sub-regional or country priorities and supporting sub-regional organizations or countries for requests for which the SROs do not have the required expertise. The support ranges from rural development policies, programme and projects as well as developing capacities, mobilizing resources, developing partnerships and exchanging knowledge and information in favour of food, agriculture and rural development. In the unlikely event that the expertise required for a specific request in the region is not available at RAF, the SROs or the FAOR network, it is mobilized from FAO headquarters Technical Teams and Divisions or through South-South cooperation.

4.4.3 RAF's Multidisciplinary Approach

RAF Work Programme is financed by Member Nations, who contribute according to levels set by the FAO Conference. Its activities cover internal operations, including support for fieldwork, advice to governments on policy and planning, and a wide range of development needs. RAF's regular programme of work is carried out by a multi-disciplinary team (RAF Technical Team) made up of officers working in the areas relating to:

- **Agriculture statistics**
- **Animal production & health**
- **Agro-processing**
- **Crop production & protection**
- **Field operations**
- **Fisheries & aquaculture**
- **Food security & nutrition**
- **Forestry**
- **Gender & development**
- **Land & water**
- **Policy assistance**
- **Trade**
- **Rural employment**
- **Agricultural information and knowledge management.**

The transfer of TCP facility to RAF under the ongoing reform provides a valuable mechanism to respond to Member Countries' immediate and/or unforeseen needs. The facility at regional level is a support and addition to Regular Programme activities and field programmes funded from extra-budgetary sources. Combined with the proximity and ease of contacts with governments and RECs, the TCP facility enables RAF to take some immediate actions while making efforts to mobilize or leverage resources for further assistance. Through a decentralized system coordinated at the FAO headquarters, RAF has sound and responsible financial and administrative management.³²

4.4.4 Partnerships and Alliances

RAF gives great importance to cooperation with Regional Economic Communities (RECs) and global partnerships in order to address regional, sub-regional and country dimensions as well as global issues that affect them. These partnerships are not an end in themselves but a means for greater effectiveness in supporting regional governance of agriculture and agricultural development, pursuing the regional objectives and priorities as indicated in this strategic framework. Partnerships of RAF with other UN agencies operating in the region, and other relevant rural development agencies, public and private collaborators, civil society and community-based organizations is crucial to RAF's interventions to ensure reduced fragmentation of action, greater leverage on policy issues, cost savings, field-level relevance and impact, and to exploit complementarities. The partnerships will also permit a more effective focus on cross-cutting socio-economic issues, including gender mainstreaming and poverty reduction. Alliances with advance national and international research institutions for example, the CGIAR Centers will be reinforced to various extents and built as necessary to mobilize new agricultural technology options developed and tested locally toward sustainable productivity increases, food security, and poverty reduction in Africa.

³² Source: Adapted from "The Strategic Framework for FAO 2000-2015" document.

2010-2015

These partnerships will ensure that various stakeholders will contribute to different components of the rural and agricultural development process to ensure tangible outcomes at regional, national and local levels in Africa. Thus the partnerships, generally built-up from ongoing or new collaborations, are based on the comparative advantages of the partners and depend on the mutual value-added and benefits in achieving shared objectives expressed in terms of results, and weighed against the costs and impediments to its effectiveness for the partners. As a means to perform better and achieve better and more results, partnerships are therefore dynamic, flexible and task oriented.

4.4.5 Performance Assessment /Monitoring and Evaluation

Performance assessment at RAF is two-folds. The first component of the assessment focuses at individual staff, team, unit and regional levels using the newly adopted result-based Performance Evaluation and Measurement System (PEMS). A learning approach, participatory and interactive system characterized by initial work planning and mid-year reviews and year-end performance assessments is already in place to monitor progress and improve performance and competency. The second but related component focuses on external monitoring and evaluations (M&E); this will form the integral part of programmes, projects, and interventions implemented by RAF, its partners and collaborators which will measure the effects and impacts of interventions in the field at different levels of decentralization within countries, sub-regions and the region. In both cases, the logframe approach, prepared for the MTP, defines the baselines, guides the implementation of priorities and related activities, and serves in the performance assessment, monitoring, and impact evaluations.

Table 2: RAF priorities and FAO Strategic Objectives

RAF Priorities	FAO Strategic Objective	SO Description
<p>Priority 1: Increase agricultural productivity and diversification</p> <ul style="list-style-type: none"> • Promote sustainable land management and soil fertility improvement • Improve agricultural water management • Improve and diversify domestic production and marketing • Facilitate regional trade in food staples and livestock products • Building household productivity and assets • Improve and diversify livestock production • Improve emergency preparedness and disaster risk management 	<p>SO: A, B, D, H, F, L, K, I, B</p>	<p>A: Sustainable intensification of crop production</p> <p>B: Increased sustainable livestock production</p> <p>C: Sustainable management and use of fisheries and aquaculture resources</p> <p>D: Improved safety and quality of food at all stages of the food chain</p> <p>E: Sustainable management of forests and trees</p>
<p>Priority 2: Promote sustainable natural resources management</p> <ul style="list-style-type: none"> • Promote better land management options • Promote better water management options • Support fisheries policies and institutionalization of framework development • Promoting sustainable livestock production systems and biodiversity • Encourage fisheries equipment and infrastructure improvement • Promote commercial aquaculture • Support policy reforms and appropriate land use planning • Strengthen institutional frameworks • Encourage sustainable forest management • Improve emergency preparedness and disaster risk management • 	<p>SO: B, C, E, F, A, I, K</p>	<p>F: Sustainable management of land, water and improved responses to global environmental challenges affecting food and agriculture</p> <p>G: Enabling environment for markets to improve livelihoods</p> <p>H: Improved Food Security and Better Nutrition</p> <p>I: Improved preparedness for, and effective response to, food and agricultural threats and emergencies</p> <p>K: Gender equality in access to resources, goods, services and decision-making in rural areas</p> <p>L: Increased and more effective public and private investment in agriculture and rural development</p>
<p>Priority 3: Support market access and sanitary measures for better trade</p> <ul style="list-style-type: none"> • Encouraging the improvement of local infrastructure for trade • Encouragement of sound trade policies at regional level • Strengthening capacity to participate in trade negotiations • Promoting the building of strategic alliances and industry linkages • Production and marketing • Regional trade • Householder productivity 	<p>SO: H, L, A, B, G, D, K, E</p>	<p>Core functions</p> <p>b. Assembly and provision of information, knowledge and statistics</p> <p>f. Advocacy and communication</p>
<p>Priority 4: Knowledge management, information and advocacy in Africa</p>	<p>SO: Cross cutting and Core functions b & f</p>	

Table 3: RAF Priorities Links to Regional Institutions

Strategic Objective	CAADP	NEPAD/ AU	ECOWAS	SADC	UMEOA	COMESA	AfDB
SO-A Sustainable intensification of crop production	✓		✓	✓		✓	
SO-B Increased sustainable livestock production	✓						
SO-C Sustainable management and use of fisheries and aquaculture resources	✓	✓					
SO-D Improved safety and quality of food at all stages of the food chain	✓						
SO-E Sustainable management of forests and trees	✓		✓	✓			✓
SO-F Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture	✓	✓					
SO-G Enabling environment for markets to improve livelihoods	✓						
SO-H Improved Food Security and Better Nutrition		✓	✓	✓	✓	✓	
SO-I Improved preparedness for, and effective response to, food and agricultural threats and emergencies	✓	✓					
SO-K Gender equality in access to resources, goods, services and decision-making in rural areas	✓	✓					✓
SO-L Increased and more effective public and private investment in agriculture and rural development	✓	✓					

Appendix 1: Main Components of FAO's Results-based Framework³³

FAO's vision

A world free of hunger and malnutrition where food and agriculture contributes to improving the living standards of all, especially the poorest, in an economically, socially and environmentally sustainable manner.

The Three Global Goals of Members:

- Reduction of the absolute number of people suffering from hunger, progressively ensuring a world which all people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life;
- Elimination of poverty and the driving forward of economic and social progress for all, with increased food production, enhanced rural development and sustainable livelihoods;
- Sustainable management and utilisation of natural resources, including land, water, air, climate and genetic resources, for the benefit of present and future generations.

Strategic Objectives

- A. Sustainable intensification of crop production
- B. Increased sustainable livestock production
- C. Sustainable management and use of fisheries and aquaculture resources
- D. Improved quality and safety of foods at all stages of the food chain
- E. Sustainable management of forests and trees
- F. Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture
- G. Enabling environment for markets to improve livelihoods and rural development
- H. Improved food security and better nutrition
- I. Improved preparedness for, and effective response to, food and agricultural threats and emergencies
- K. Gender equity in access to resources, goods, services and decision-making in the rural areas
- L. Increased and more effective public and private investment in agriculture and rural development

Functional Objectives

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

Core Functions

- a. Monitoring and assessment of long-term and medium-term trends and perspectives
- b. Assembly and provision of information, knowledge and statistics
- c. Development of international instruments, norms and standards
- d. Policy and strategy options and advice
- e. Technical support to promote technology transfer and build capacity
- f. Advocacy and communication
- g. Inter-disciplinarity and innovation
- h. Partnerships and alliances

³³ FAO (2009) Medium Term Plan 2010-2013 and Programme of Work Budget 2010-11 p.16

Appendix 2: Mandate of RAF

RAF serves as the focal point for addressing region-wide food and agriculture issues, and maintaining and developing relations with region-wide institutions including the Regional Economic Communities (RECs). The Regional Representative's immediate office ensures the efficient functioning of the Regional Office and oversees the utilization of the staff and resources allocated to it; s/he identifies regional priorities and contributes to the development of the Programme of Work and Budget of the Organization as well as workplans related to it; provides support for, and ensures the implementation of, the corporate, global and regional activities with the functional guidance of the units concerned at headquarters and in close cooperation with OCD and TC Department.

In carrying out its mandate, the office shall do the followings:

- Maintain policy and technical dialogue with and among FAO Member Countries, involving national and regional institutions;
- Promote technical cooperation among the countries of the Region using a multidisciplinary approach;
- Report on the major developments and trends in countries of the Region, based on Regional and Sub-regional objectives for food and agriculture;
- Follow up on the World Food Summit and issues related to Food Security in the Region;
- Organize the FAO Regional Conference for the Region, every two years.

The main functions of RAF are to:

- Provide technical assistance and advice to Member Countries, as may be requested through the provision of services of technical officers, specialists and consultants, for short assignments;
- Organize meetings and training sessions in all fields of agricultural developments, including the building of national capacities to deal with agricultural planning, policies and project formulation and evaluation;
- Organize technical meetings, seminars and other workshops to review agricultural issues of importance to the region;
- Undertake field studies to overcome problems hampering agricultural development in the Region;
- Act as a specialized advisory body to Member Countries, on the feasibility and evaluation of development projects and the assessment of the economic and social impacts of such projects;
- Assist Member Countries in identifying funding sources for the above projects;

2010-2015

- Encourage technical and economic cooperation among the countries of the region including the use of regional and national institutions;
- Support the FAO Country Representatives in the Region by assisting them in policy level negotiations, when required, and advising them on regional policies affecting their host country, and by making available, on request, regional technical officers or consultants for country assignments;
- Supporting FAO country Offices in their new operational responsibilities on field projects;
- Pleading the interests of food security and agriculture in the region ensuring that it is accorded high priority on the agenda of region-wide organizations, their members and their donors;
- Participating in the regional policy dialogue on food and agriculture and natural resources matters and leading the RO in supporting capacity development and resource mobilization for food and agriculture at regional level;
- Cooperate with technical and funding regional organizations in supporting agriculture and natural resource development projects and programmes in the Region;
- Organize and conduct the FAO Regional Conference for Africa as well as the Sessions of the FAO Regional Commissions for Africa in close collaboration with the technical divisions in FAO Headquarters;
- Assist Member Countries in establishing regional networks for exchanging information and strengthening technical cooperation;
- Issue technical publications, providing up to date technology in agriculture, forestry and fisheries for the benefits of agricultural technicians and institutions in the countries of the region.

Appendix 3: Maputo Declaration on Agriculture and Food Security in Africa

DECLARATION ON AGRICULTURE AND FOOD SECURITY IN AFRICA Assembly/AU/Decl.7 (II)

We, the Heads of State and Government of the African Union (AU), assembled in Maputo at the Second Ordinary Session of the Assembly, 10 to 12 July, 2003;

Concerned that 30 percent of the population of Africa is chronically and severely undernourished; that the Continent has become a net importer of food; and that it is currently the largest recipient of food aid in the world,

Convinced of the need for Africa to utilize its full potential to increase its food and agricultural production so as to guarantee sustainable food security and ensure economic prosperity for its peoples,

Noting with satisfaction the collaborative effort of the African Union Commission, the NEPAD Secretariat, the Regional Economic Communities (RECs) and FAO on the one hand, the Governments of Member States and other Partners on the other, in the preparation of the Comprehensive Africa's Agricultural Development Programme (CAADP),

Recalling the Declaration of the Heads of State and Government, in their capacity as Chairpersons of the Regional Economic Communities in Abuja, Nigeria, December 2002,

Convinced of the need to address the root causes of agricultural crises in Africa, aggravated in particular by inadequate funding, the lack of adequate water control and management, poor rural infrastructure and neglect of agricultural research, as well as the threat of HIV/AIDS,

Recognizing that it is Africa's responsibility to reinvigorate its food and agriculture sector for the economic prosperity and welfare of its people,

Resolve to:

- 1. REVITALIZE** the agricultural sector including livestock, forestry and fisheries through special policies and strategies targeted at small scale and traditional farmers in rural areas and the creation of enabling conditions for private sector participation, with emphasis on human capacity development and the removal of constraints to agricultural production and marketing, including soil fertility, poor water management, inadequate infrastructure, pests and diseases;
- 2. IMPLEMENT**, as a matter of urgency, the Comprehensive Africa Agriculture Development Programme (CAADP) and flagship projects and evolving Action Plans for agricultural development, at the national, regional and continental levels. To this end, we agree to adopt sound policies for agricultural and rural development, and commit ourselves to allocating at least 10 percent of national budgetary resources for their implementation within five years;
- 3. CALL UPON** the African Union Commission, the Steering Committee of NEPAD, the FAO and other partners to continue their cooperation providing effective support to African countries and the RECs in the implementation of the CAADP;

2010-2015

4. **ENGAGE** in consultations at national and regional levels with civil society organizations and other key stakeholders, including the small-scale and traditional farmers, private sector, women and youth associations, etc., aimed at promoting their active participation in all aspects of agricultural and food production;
5. **ENSURE**, through collaborative efforts at the national and regional levels, the preparation of bankable projects under CAADP for the mobilization of resources for investment in agricultural growth and rural development;
6. **ENSURE** the establishment of regional food reserve systems, including food stocks, linked to Africa's own production, and the development of policies and strategies under the African Union and the RECs, to fight hunger and poverty in Africa.
7. **ACCELERATE** the process of establishing the African Investment Bank, as provided for in the Constitutive Act of the African Union, which should give priority to investment in agricultural production.
8. **INTENSIFY** cooperation with our development partners to address the effect of their subsidies, to ensure their support to market access for Africa's exports, and to realize the African Union's vision of a prosperous and viable agricultural sector as envisaged under the NEPAD framework and Millennium Development Goals.

Appendix 4: AU Declaration of the Abuja Food Security Summit

WE the Heads of State and Government of the African Union assembled in Abuja, Nigeria, on the 7th day of December 2006;

EXPRESSING our appreciation to His Excellency, Chief Olusegun Obasanjo, President of the Federal Republic of Nigeria, the Government and People of Nigeria, for hosting this Summit which has offered us an opportunity to renew our commitment to combating poverty and food and nutrition insecurity in Africa, and to direct our attention to a few key decisions that can best move us forward with a view to eradicating hunger by 2030;

RECALLING the decision to adopt the Comprehensive Africa Agriculture Development Programme (CAADP) at the Maputo Summit in July 2003 as a framework for accelerating agricultural development and Food Security on the continent;

RECALLING the Sirte declaration of 2004 on the challenges of implementing integrated and sustainable development on agriculture and water in Africa;

FURTHER RECALLING the Fertilizer Summit held in Abuja in June 2006, which called for a Green Revolution in Africa;

RECOGNIZING the efforts and progress being made by many African countries in agricultural growth and reducing food and nutrition insecurity;

ADOPTING the Ministerial Resolution on the Abuja Food Security Summit promoting focused action to implement selected critical commitments already made in the past Summits;

AFFIRMING the commitment made in Maputo in 2003 to increase resources for Agriculture and Rural Development to at least 10 percent of national budgets within 5 years;

Declare our firm Commitment to:

1. Increase Intra-African trade by promoting and protecting rice, maize, legumes, cotton, oil palm, beef, dairy, poultry and fisheries products as strategic commodities at the continental level, and cassava, sorghum and millet at sub-regional level without prejudice to focused attention being given also to products of particular national importance;
2. Take urgent measures to accelerate the development of the strategic commodities by fast tracking the implementation of trade arrangements adopted in the Regional Economic Communities (RECs) through lowering tariff barriers and elimination of non tariff barriers both technical and non technical by 2010;
3. Ratify and implement harmonized standards and grades including sanitary and phytosanitary standards within and across RECs by 2010;

2010-2015

4. Construct and maintain critical infrastructure to facilitate the movement of strategic agricultural products across national boundaries at minimal cost;
5. Develop continental and regional market information systems and support the development of the same at national level by 2008;
6. Promote public sector investment in agriculture related infrastructure, particularly regarding water, irrigation, electricity and roads through public-private partnership;
7. Reduce risks of both natural and commercial origins, including through marketing arrangements and insurance schemes.
8. Call upon Africa based development banks and financial institutions to improve access to soft loans, small loans and grants;
9. Expand the implementation of the NEPAD Home-Grown School feeding initiative to reach 20 percent of Member States by 2008 through a financing and delivery partnership between Government and development partners with benefits to reach 25 percent of the needy children by 2015;
10. Initiate the implementation of the African Regional Nutrition Strategy, the NEPAD African Nutrition Initiative, and the NEPAD 10-year strategy for combating Vitamin and Mineral Deficiency by 2008 with focus on long-term household food security and ending child hunger and under-nutrition;
11. Establish a technical assistance programme for agriculture and food security based on African resources and expertise and in collaboration with development partners and develop regional centres of excellence;
12. Establish, in consultation with the African Development Bank (ADB) and the International Fund for Agricultural Development (IFAD) a funding mechanism or adapt existing ones to mobilize additional resources for purposes of up-scaling agricultural successes within and across countries in Africa;
13. Establish a system for selecting and prioritizing key AUC and NEPAD CAADP related summit commitments by undertaking a review and prioritization of past commitments for implementation to meet the objectives of food and nutrition security;
14. Take ownership of important commitments by way of formalizing and institutionalizing them, including making adequate resources available;
15. Call upon the African Union Commission to follow up with Member States, RECs and other relevant stakeholders on the implementation of the above declarations and report to the Assembly of Heads of State and Government annually on progress and challenges.

We request the AUC to establish an ad-hoc follow-up committee consisting of representatives of the AUC, NEPAD, RECs, FAO, IFAD, ECA and WFP to strengthen the capacity of Member States to implement food security and nutrition programmes and to monitor the implementation of the summit outcomes.

Adopted, this 7th day of December, 2006, in Abuja, Nigeria

Appendix 5: FAO Offices in the Africa Region

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Sub Regional Offices in Africa	
Subregional Office for Central Africa (SFC)	
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2010-2015

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2010-2015

Appendix 6: FAO Member Countries in the Africa Region

- *Angola*
 - *Benin*
 - *Botswana*
 - *Burkina Faso*
 - *Burundi*
 - *Cameroon*
 - *Cape Verde*
 - *Central African Republic*
 - *Chad*
 - *Comoros*
 - *Congo*
 - *Cote d'Ivoire*
 - *Democratic Republic of Congo*
 - *Democratic Republic of Mauritania*
 - *Djibouti*
 - *Equatorial Guinea*
 - *Eritrea*
 - *Ethiopia*
 - *Gabon*
 - *Gambia*
 - *Ghana*
 - *Guinea*
 - *Guinea-Bissau*
 - *Kenya*
 - *Lesotho*
 - *Liberia*
 - *Madagascar*
 - *Malawi*
 - *Mali*
 - *Mauritius*
 - *Mozambique*
 - *Namibia*
 - *Niger*
 - *Nigeria*
 - *Rwanda*
 - *Sao Tome and Principe*
 - *Senegal*
 - *Seychelles*
 - *Sierra Leone*
 - *Somalia*
 - *South Africa*
 - *Sudan*
 - *Swaziland*
 - *Tanzania*
 - *Togo*
 - *Uganda*
 - *Zambia*
 - *Zimbabwe*
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