

Report of the Fourth Meeting of the Multidisciplinary Team



16-18 February 2011
Addis Ababa, Ethiopia



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Executive Summary

The fourth meeting of the Sub regional Office for Eastern Africa (SFE) Multidisciplinary Team (MDT) was held in Addis Ababa, Ethiopia from 16 - 18 February 2011. It was attended by: the SFE Sub regional Coordinator, all professionals at Sub regional (Technical Officers) based in Addis Ababa, Ethiopia; FAO Country Representatives (FAORs) , Assistant FAO Representatives (for Programme); and the FAO Regional Emergency Coordinator for Eastern Africa (REOA), in Nairobi. The meeting was joined by the senior officers from FAO Regional Office in Accra (RAF), FAO Headquarters in Rome and invited officers from country/regional projects.

The meeting was also attended by representatives of the following institutions, namely: Government of Ethiopia, State Ministers for Agriculture and Finance, African Union Commission, New Partnership for African Development Secretariat (NEPAD), Common Market for Eastern and Southern Africa Secretariat (COMESA), East African Community (EAC), Intergovernmental Authority on Development (IGAD), PTA Bank, Kilimo Trust (NGO), East African Farmers Federation, African Development Bank (AfDB), UN Economic Commission for Africa, Development partners (ILO, UNDP, WFP, World Bank, IGAD, ILRI, UN-OCHA), and Eastern Africa Embassies based in Addis Ababa and others.

The meeting reported on the MDT activities and key developments during 2010, considered issues and development within the organization as part of ongoing reform, got an update on food security situation and challenges in agriculture sector in the region, and discussed SFE priority work for 2012 - 2013.

The following items were discussed:

- State of Food and Agriculture sector in Eastern Africa Sub region.
- Engagement of Stakeholders/private sector in food and agriculture sector development
- FAO programme development, with focus on Country briefs, Country Programme frame-work (CPF) and sub-regional Programme Framework.
- SFE Strategic Planning framework and planning process, with focus on Results Based Management (RBM), SFE responsiveness, and cross-cutting country priorities.
- Programme development and Resource mobilization; and identification of training needs at the sub-regional and national levels.

The meeting made some recommendations and actions for follow-up by Sub regional Office and FAORs (the Multidisciplinary Team), and issues for collaboration and partnership in region. The meeting concluded that sub region has high potential but currently low in agricultural productivity; make it one of the most food insecure region in the world.

SRC and FAORs had also held a management meeting at the margins of the SFE MDT Meeting, whereby key management issues, some of them emanating from the general meeting were discussed. This meeting had also proposed that the Multidisciplinary Team meeting to be rotated among countries in the sub-region, therefore, calling for the next MDT meeting be held in another location. Uganda had expressed interest to hold the next meeting of the SFE MDT.



Abbreviations and Acronyms

AfDB	African Development Bank
ARC	African Regional Conference
AU	African Union
CAADP	Comprehensive Africa Agricultural Development Programme
COMESA	Common Market for Eastern and Southern Africa
CPF	Country Programme Framework
CSHT	FAO HQ Based Human Resource Development branch/unit
CTA	Chief Technical Advisor
DREA	Directorate of Rural Economy and Agriculture
DRRU	Disaster Response and Rehabilitation Unit
EAC	East African Community
EAFF	Eastern Africa Farmers' Federation
ECA	United Nations Economic Commission for Africa
ECOWAS	Economic Community for West African States
FAO	Food And Agriculture organization of the United Nations
FAOR	FAO Representative
IGAD	Intergovernmental Authority on Development
ILO	International Labour Organization
ILRI	International Livestock Research Institute
NEPAD	New Partnerships for Africa's Development
NMTPF	National Medium Term Priority Framework
RAF	Regional Office for Africa
RECs	Regional Economic Organizations
RBM	Results Based Management
REOA	Regional Emergency Office for Eastern Africa
POA	Programme of Action
PTA Bank	Preferential Trade Area for the Eastern and Southern African States
PPPs	Public-Private Partnerships
SFE	Sub regional Office for Eastern Africa
SMART	Specific, Measurable, Achievable, Realistic, Time bound
SRC	Sub regional Coordinator
TCP	Technical Cooperation Programme
TCSR	FAO HQ Based Resource Mobilization branch/unit
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
WFP	World Food Programme

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1. Introduction

The Fourth Sub regional Office for Eastern Africa (SFE) Management Meeting took place on February 16 to 18, 2011. The three-day meeting was held at the premises of the United Nations Economic Commission for Africa (ECA) and International Livestock Research Institute (ILRI) complex in Addis Ababa, Ethiopia. In attendance at the meeting were FAO Representatives and Assistant Representatives from the eight countries of the Eastern Africa sub region, as well as the Sub regional Technical Officers (STOs) and some representatives of the Regional Office for Africa (RAF) and Headquarters (HQ). The meeting were further enriched by the presence of two State Ministers from Ethiopia, along with representatives from the Embassies of the eight SFE countries (Burundi, Djibouti, Kenya, Rwanda, Somalia, Sudan and Uganda), the African Union Commission (AUC), the Regional Economic Organizations (RECs) such as the East African Community (EAC), Intergovernmental Authority on Development (IGAD) and the Common Market for Eastern and Southern Africa (COMESA). Other development partners including the African Development Bank (AfDB) and PTA Bank, UN Agencies (UN ECA, ILO, WFP, ILRI, UNDP, OCHA), and last but not least, the private sector (such as Kilimo Trust and the Eastern Africa Farmers' Federation (EAFF)) also participated. The list of meeting participants is attached to this report as Annex 1.

The objective of the meeting was to review and align the sub regional and countries' priorities (including areas of focus and main strategies). The meeting provided an opportunity for RECs and other potential partners to provide feedback, particularly on the key priority areas and programmes in the subregion. The SFE MDT and the FAORs, RAF and HQ officers discussed programme development and jointly reviewed ongoing activities both at the national and sub regional levels. Discussions were also held on Result Based Management and training capacity needs for staff.



Dr. Castro P. Camarada
FAO Sub regional Coordinator for
Eastern Africa,
and Representative in Ethiopia, to the
African Union
and Economic Commission for Africa



2. Organization of the meeting

The meeting was organized in three different daily themes.

Day One: Addis Ababa, UN-ECA

The first day focused on seminar on “Prioritization of Agricultural Development Strategies in East-ern Africa Subregion”. The seminar was aimed at highlighting key features and characteristics of the sub region with view to identifying major issues and areas of intervention by potential partners. The seminar was officially opened by H.E. Ato Wondirad Madefro, State Minister for Agriculture in the Federal Democratic Republic of Ethiopia, and consisted mainly of presentations by potential development partners, who highlighted the main features and characteristics of the subregion and how their institutions are addressing the agricultural sector development challenges.

Day Two: Addis Ababa, UN-ECA

The second day focused on the review of FAO programme development and technical planning through presentations of Country briefs and Country Programme Framework (CPF), and Sub regional Strategic Framework [2010-2013]. This session provided recommendations for revision of programmes and prioritization of activities based on technical plans at country and sub regional levels. A presentation was also made on Results Based Management (RBM) approach to facilitate discussion on the main anticipated outcomes in the subregion and in programme development and management.

Day Three: Addis Ababa, ILRI complex

The third day was dedicated to programme development process, and in synthesizing the outcomes of the meeting, and identification of common priorities among the sub region’s countries. It also included a discussion on resource mobilization and identification of training needs at the subregion-al and national levels. It also covered a senior management meeting of SRC and FAORs.



3. Seminar on “Prioritization of Agricultural Development Strategies in Eastern Africa”

The seminar with participation from FAO staff and key development partners from the sub region, comprised presentations from the RECs, the private sector institutions as well as technical inputs and feedback from sister UN agencies. The purpose was to review the key priority development issues in the agricultural sector in Eastern Africa viz-a-vis the major ongoing programmes and initiatives, and elucidate how FAO could strive to create synergies and complementarities or collaboration based on its comparative advantage.



The discussions provided an in-depth overview of the main development issues concerning food security and agricultural growth in Eastern Africa, and underscored the role of regional policy frameworks, foremost of which is the CAADP. The RECs (IGAD, COMESA and EAC) and other potential development partners also highlighted what they consider as priority issues on food security and agricultural growth. The seminar contributed to identifying gaps and opportunities for intervention, linkages and areas of collaboration among key partners, and set the scene for follow-up activities.

The State Minister for Agriculture of Ethiopia underlined in his opening speech the importance of the agriculture sector and related areas of investment in Ethiopia. The Minister also stressed the good relationship between Ethiopia’s Ministry of Agriculture and FAO as a leading agency in the development of agricultural policy.

Session 1: State of Food and Agriculture Sector in the Eastern Africa Subregion

The session constituted of three presentations by FAO, namely: “State of Agriculture in the Eastern Africa Sub region”, by Dr. Castro Camarada, Sub regional Coordinator, and FAO Representative in Ethiopia, to the AU and ECA, which highlighted the challenges and opportunities in agricultural development in the sub region; “The Food Security Status of the Countries in Protracted Crisis”, by Lucas Alinovi, FAO Representative for Somalia; and lastly, a case study which highlighted some of the areas of approaches, interventions and challenges to address food security in the IGAD countries, focusing on the livestock sector, a case study by Mr. Dil Peeling.

The session provided an in-depth overview of the main features, characteristics and potentials of the subregion. Overall, Eastern Africa continues to be food insecure, although it has high potentials for development with proper policies, investment and orientation. The key points of the proceedings included the following:

- There is strong goodwill and support from national governments in the subregion as evidenced by their agricultural policy strategies and ongoing programmes and initiatives.
- There are policy gaps that need to be addressed to enhance agricultural production and prevailing food insecurity.



- There are gaps in the institutional capacity and linkages, both in the public and private sectors. It is crucial to enhance the capacity of the institutions concerned, strengthen collaboration, and promote common understanding among institutions covering similar issues.

Good policy and governance will lead to socio-economic stability, especially in the countries facing civil strife; therefore, there is a need to facilitate implementation of strategies to achieve food security and develop the capacity to cope with prevailing high agricultural food prices. By the same token, food aid systems should be reviewed and analyzed in order to understand better the root causes and implications of increasing food prices in the national and subregional levels, and eventually, develop effective controls.

The discussion centered on how to exploit the SFE comparative advantage to effectively cooperate with governments, RECs and other institutions in both the public and private sectors, and contribute to the achievement of food security and agricultural development in the subregion. Based on the discussion, SFE should focus on the following areas:

- Review/analysis of the current agriculture related policies and reasons behind gaps in policy implementation with a view in developing appropriate interventions.
- Prioritizing the key issues in each sector or subsector (For example, in “livestock sector”, focus should be given on the following issues: species breeding, milk quality production, livestock feed development, etc.)
- The consensus on the way forward were:
 - Need for a more extensive analysis to profile the agricultural sector in the sub region, focusing in particular on the relationship between the public and private sectors;
 - Need to identify and map policy directions and best practices to enhance future investments in the agricultural sector;
 - Need to map out the public, civil society and private sector institutions and bodies, including their functions and programmes, to enhance their level of engagement in agricultural development;
 - Farmers organizations/associations require strengthening in agribusiness skills development;
 - Review of Policies to identify areas of improvement and harmonization, as well as areas necessitating priority interventions/actions, taking cognizance of individual countries’ specific interests, opportunities and challenges;
 - Need to re-assess the economic/food security situation in the sub region in order to develop systems, tools and mechanisms for sharing information among stakeholders/partners; with a view to linking short term responses to long-term objectives, and to responding to emerging issues regarding food and nutrition insecurity;
 - Need for better aid coordination and harmonization to improve efficiency of resource use.

Session 2: Priority policy issues and challenges in Food and Agriculture in the sub region

The session constituted of five presentations starting with a discussion of the CAADP process by the AU's NEPAD Mr. B. Keizire, followed by: brief remarks on FAO's support to the CAADP process by SFE's Ms. M. Rizzo; "The Status of CAADP Implementation in COMESA region," by COMESA's Mr. M. Chungu; "Food Security Situation in the IGAD Countries," by IGAD's Dr. S. Zziwa; and lastly, "East Africa Community Agricultural Sector Programme," by EAC's Mr. M. Marwa.

The presentations underlined the importance of the CAADP process as the main framework for implementing strategies for enhanced agricultural sector performance in Africa through better policies, strategies and investments. The engagement of the stakeholders in the policy development was also emphasized.

The preparation of CAADP Business/Investment Plans, which is based on a detailed analysis of sector priority needs, is now widely utilized at the national level as a tool for mobilizing complementary donor resources to assist the agriculture sector's development. The elaboration of CAADP Investment Plan creates the environment and platform for government ownership and resource allocation, especially by the Ministries of Finance, Agriculture and related ministries as well as other government institutions, and creates accountability as well as the enabling environment for private sector investments and partnerships.

The presentations from the RECs highlighted the agricultural sector constraints accounting for: low production and productivity; reduced focus and comparatively low investment in the sector; high food prices and inadequate trade policies, etc. Given the major issues of food insecurity and nutrition, especially of the vulnerable populations, that the sub region is facing, increasing production and productivity of the subsectors is therefore a definite priority, specifically: (i) boosting crop production; (ii) livestock development; (iii) improving marketing, as well as (iv) natural resource management.

A great potential exists in information exchange and learning between the RECs and SFE countries, especially regarding the CAADP process and specific experiences of countries which have already undertaken the preparation of Investment Plans. Given their potential in forging regional cooperation and integration, regional compacts are essential for addressing cross-cutting issues. Regional CAADP compacts are currently under preparation primarily by the RECs. The EAC, IGAD and COMESA are in the process of finalizing their compacts, while ECOWAS has completed one for Western Africa. The main reasons for instituting regional CAADPs include:

- Securing AUC/NEPAD recommendation, which adds value to the national CAADP Compact in support of regional cooperation;
- Facilitating investments in areas beyond individual countries' scope, e.g. transboundary trade, harmonization of standards, and shared multi-country resources;
- Increased involvement of the private sector and enhanced Public-Private Partnerships (PPPs).

Based on the discussion's outcome, the following were the key points:

- The AU-NEPAD led CAADP process is the key framework for alignment and harmonization of programmes in the subregion; as such, it can help establish partnerships and harmonize strategies among the RECs and other key stakeholders.
- Given SFE's comparative advantage, it can assist in the subregional analysis and development of multi-institutional and multi-disciplinary approaches and processes, as well as in building alliances with the RECs and the private sector (including financing institutions) to collaborate



in the development and implementation of country and regional CAADP compacts. At the same time, SFE can contribute in institution and human resource development.

- There is a need to address food insecurity in the subregion through special programmes enhancing the promotion of coping mechanisms, and building resilience for the margin-al/hazard prone areas and vulnerable communities.
- The subregion has high potential for transboundary trade; sharing of best practices and support is needed for standards harmonization and development of regulatory frameworks to support regional commodity value chains and integration of private sector in policy making and implementation.

Session 3: Opportunities and Strategies in developing Agriculture sector in Eastern Africa

The session consisted of three presentations reflecting the private sector assessment of the challenges and opportunities in the agricultural sector in the Eastern Africa subregion, and mainly focused on agricultural investment opportunities. The presentations were delivered by: Mr. Kabuga, from PTA Bank; Mr. Philip Kiriro, President of the Eastern African Farmers' Federation (EAFF); and Mr. Nuhu H. Hatibu, Chief Executive of Kilimo Trust. There were also useful interjections on development issues and potential areas of collaboration in this session by AfDB, ECA, ILO, WFP, the representatives of the Embassies of the SFE countries and others.

The session was characterized by a very high level of interactive discussion; the main highlight being the discussion on the need to focus on "enhanced competitiveness of the agricultural sector" (giving emphasis to production and marketing) over "increased production". The session emphasized the value chain development approach, which can be used to develop the framework for designing incentives for investment and enhancement of intraregional markets for commodities. There is, in fact, a need to evaluate current access to market and credit facilities as well as other business development services and facilities, especially those targeted at small scale producers and other small and medium scale entrepreneurs along the value chain. Partnership building among service providers (including financiers and producers) and other value chain actors is a key step for agriculture development.

The main conclusions points from the seminar presentations were as follows:

- Agreed that, the main challenges remain in implementing policies at both subregional and country levels;
- Agriculture in the broader context has linkages with many different sectors (i.e. infrastructure, finance, etc.), and there is a need for appreciation of the diverse functions and roles that agriculture plays and also of the various factors impacting on agricultural performance;
- There is a strong need for reliable data and good analysis to attract the private sector, banks and other potential investors to invest in the agriculture sector. In this regard, of main concern is the general perception among investors that the sector is basically a high risk/low re-turn investment. Also, due to the present political and economic situation, other sectors are more appealing to private investors and the banking sector. "Investments (in agriculture) are low because economic returns are low," was the key message from the private sector during the meeting;
- In order to put the agricultural sector on the map in the sub-region, then there is a strong need for a regulatory framework for financial support.



It was noted that the problem of distorted markets in some countries in the subregion is due to specific market or agricultural policies; this clearly shows the importance of involvement in policy dialogue and participation of farmers through associations/cooperatives. This implies the need to support and empower the private sector to better assist farmers and provide them with the necessary services and pieces of advice. Strong emphasis should be given to the institutional support and linkages as well as the performance along the

value chain, moving from a local-country level to a regional-level value chain approach.

In conclusion, it was noted that the development of a regulatory framework at the sub regional level covering: market rules, market access, and transboundary trade is important to create intraregional markets for commodities. To respond to these important issues, FAO was suggested to play key role in the following:

- Assist in commodity value chain development;
- Engage in dialogue with farmers, farmer's associations and other value chain actors for better quality products, improved post-harvest handling, and food processing;
- Advocate for sustainable rural development to provide incentives and promote investments in increased productivity and marketing;
- Promoting the review of the current agricultural status and furnishing stakeholders with analysis and reliable data; and,
- Collaboration and partnerships in the development of policy frameworks, especially on the cross cutting regional issues.



4. Programme Development and Activities Prioritization in the sub-region

The Day Two meeting comprised of three sessions: session one focused on the programme development process, with emphasis on developing focused programmes which are outcome oriented; session two focused on information sharing with regard to the country programmes; lastly, session three focused on the subregional and regional programme development.

Session 1: Programme development process

The session on Results Based Management (RBM) was delivered by an FAO consultant, Ms. E. McAllister, it outlined the results based management approach, its practical application and relevance, as well as the main advantages for FAO, particularly with respect to: (i) assisting managers to define joint objectives and focused outcomes; and (ii) identifying strategic partners and clients.

It was agreed that training on RBM is needed for field staff at all levels both for FAO's own programming as well as in connection with the implementation of the "UN Delivering as One" process. However, RBM alone is not enough and FAO also needs to focus on delivery and show good results on the ground, in order to remain a relevant player. In the context of RBM, there will be a need to develop the strategy for planning, implementing, monitoring and reporting. It was emphasized that 2011 will be a transition period to implement an effective RBM, and a task force is in place at FAO Regional level (RAF) to prepare the region's strategic priorities and to:

- Define regional objectives;
- Identify strategic opportunities;
- Position FAO as a unique player in the agricultural sector; and
- Prepare for a full RBM roll out in the region.

The presentation on Country Programme Framework (CPF) was delivered by Vito Cistulli (TCSP), outlining the importance of CPF as a planning and programming tool at the country office level. It is an advocacy and resources mobilization tool, and therefore has to be well integrated into the country strategies as well as reflecting FAO's comparative advantage. Also, the CPFs have to be aligned with Sub regional Strategic Framework.

It was highlighted that the CPF preparation requires the FAOR leadership, and the country team should have ownership of the corporate document. The CPF preparation is a time demanding process that requires consultation with the national government and key stakeholders, as the document needs to be aligned with the national policy, UNDAF, and donor priorities. As there are some discrepancies and a conflict among specialized UN agencies, therefore, FAO needs to clarify better how to deal with the ongoing "UN Delivering as One" and UNDAF processes.

All the countries were encouraged to complete the CPF. It was noted that FAO-HQ can provide technical assistance and the TCP facility could be utilized to facilitate the CPF preparation process; corporate resources could also be allocated for the FAO's use in this regard. Feedback was given on the current CPF guidelines elaborated by the FAO HQ, which should be revised for clarity and conciseness, if they are to be more useful.

Based on the SFE member countries' experience, the CPF preparation process took on average one year, and between four to eight consultative workshops. The funding portfolio for CPF in the East-ern Africa sub region ranges from US\$2 to 97 Million.



The issue of occasional conflict between the FAOR and the Disaster Response and Rehabilitation Unit (DRRU) programmes was raised. A good example of the integration of the DRRU Programme of Action (POA) into the CPF was provided by Somalia, which has been able to merge the regular and emergency programmes into one, this is perhaps due to its special situation.

Session 2: SFE Country briefs and CPF status

The presentations from the countries highlighted the status of programme development at the national level. Five of eight SFE countries are in the process of finalizing their CPFs. Djibouti was planning to start the CPF preparation process, but the programme remains mostly project oriented. At reporting time, Sudan was in the process of updating the draft NMPTF prepared in 2007; meanwhile, Somalia has prepared a Medium-Term Plan of Action, which is a five-year strategy that shares a number of common features with the CPF. The special situation of Southern Sudan was noted, indicating the possible future establishment of a separate government which will need support for the CAADP process and Strategy Framework development.



The FAORs' country briefs on programme development indicated that while the specific content and focus may vary between the countries and implementation may be more challenging for the countries in transition from emergency situation, there are many common features in the thematic areas and programmes between the countries and the Sub regional programme. As overall, the SFE member countries have identified the following thematic areas as priorities in programme development: (i) enhanced productivity, especially in crops

and livestock; (ii) sustainable natural resource management, and (iii) food security and nutrition. Some of the countries singled out other thematic areas as well: e.g. Kenya identified knowledge management and policy support; Uganda, for its part, mentioned value chain development, to cite a few examples.

Requests for technical backstopping reflected the traditional areas, namely livestock, forestry, natural resources management, and crop production. However, there is also a growing demand on agribusiness development support and value chain approach in response to the national programmes' shift to agricultural sector commercialization. In terms of requests for backstopping, the following areas remain a challenge for SFE Office: policy support, CPF preparation, and providing adequate technical support (given the limited number of SFE officers versus the national needs and special situations calling for specialized assistance).

Session 3: Sub Regional Strategic Framework and Regional Priority

This session constituted of three presentations, the SFE achievements, SFE Strategic Framework and African Regional Conferences (ARC) Priorities.

Discussions following the presentations indicated that there has been minimal consultation and feedback in the process of developing the Strategic Frameworks at country, SFE, RAF, and HQ levels. While the priorities at the sub regional level represent the cross-cutting issues, they should

also reflect the priorities of the individual countries, as well as ARC, the main body for identifying the priorities for the African region. There is a need to map out the major priorities for each office and the interface, between the countries-subregional-regional level, to create synergies and to avoid unnecessary overlaps or big gaps in the technical support services. RAF has identified four priorities (agricultural productivity and diversification, natural resources management, market access; know-ledge and information management).

Due to the multifaceted demands of the agricultural sector, FAO is at risk of ending up with commitments in too many different activities involving a wide range of outputs and anticipated out-comes; backstopping, providing policy advocacy and development of training tools, and conducting normative work, are just some of these activities.

The eight countries expect SFE to provide technical support and guidance; however, insufficient human and technical resources pose a challenge. The mechanism for mobilizing human resources is quite cumbersome, and SFE and FAO in general should, as a corporate entity, explore innovative ways to deal with limited resources. The following suggestions, among others, were proposed:

- SFE countries need to be innovative and institute mutual sharing of information, including setting up of a database of consultants' on-call, especially on emerging technical needs.
- SFE and the country offices (including the DRRU) need to identify human resources under each office and share the available expertise among them.
- More consultation and feedback between FAOR offices, SFE and RAF is required.
- Responsiveness by FAO to member countries' needs is still considered to be slow; the promotion of best practices as well as communication with stakeholders leaves much to be desired. SFE needs to focus on delivery of strategic functions to show good results and remain as a relevant player.

The following cross-cutting areas were identified for special attention:

- Communication/information and knowledge sharing: Production and dissemination of promotional materials targeting donors, government and other key stakeholders should be improved. The DRRU is usually more organized in this regard and it already has the culture of mobilizing external resources and could therefore help to fill this gap and improve communication with potential partners.
- Resources mobilization will be expected at national and sub regional levels, and strategies that are responsive to specific technical demands from donors and governments need to be put in place. Harmonization within SFE planning to identify priority strategic outcomes will be a key in setting up the forum for resource mobilization.
- Regional and Sub regional offices are expected to raise their own financial resources but have limited capacity and skills in resources mobilization. TCSR is therefore in the process of producing a guide for resources mobilization and will provide the necessary training for decentralized offices.



5. Programme Development and Resource Mobilization

The third day of the meeting was held at the ILRI Campus in Addis Ababa. This session was structured to sum up the key issues discussed in the first two days and the way forward, these include issues of: resources mobilization, programme development and priorities, discussion on ways to improve SFE's response to the National Programme Development priorities, and setting up improved technical backstopping arrangements with the country offices.

Session 1: Resource mobilization strategy at country and sub-region levels

Presentations on resource mobilization were made by R. Charters (REOA), M. Rizzo (SFE), and L. Laubhouet (RAF).

Strategies to improve FAO's performance in fund raising were discussed, with emphasis given to development of an appropriate communication strategy being developed which target donors (and it will highlight the SFE comparative advantages while taking into account donors' areas of interest). All the SFE countries requested special training on funds mobilization. Main pointers were given in preparing a fundable proposal, such as:

- Prepare a clear sub regional funding strategy. The anticipated outcomes and envisaged activities for the CPF, plan of action, and Sub regional Strategic Frameworks need to be all clear and concise. The sub regional funding strategy should follow SMART approach, and have a programmatic approach rather than project approach.
- The funding proposals should be relevant to national priorities and cost effective, as FAO projects tend to be expensive with high overhead costs.
- The strategies for attracting donors seem to vary; therefore, understanding donors' areas of interest is important. However, it was also noted that some of the donors/certain types of funds are determined by their HQ offices, and strategies for attracting these types of funds therefore require a centralized strategy.
- RAF and SFE should be proactive and collaborate in the preparation of a Sub regional communication strategy, which could include setting up a system for communication with donors on a regular basis (e.g. monthly, or every four or six months).
- Training should be organized to all field personnel on resource mobilization, especially to FAORs.



Session 2: Cross cutting country priority

The main priority areas identified under the CPF and the Sub region's Strategic Framework are, as can be expected, very similar although the formulation vary slightly between the countries.

Country	Agricultural Production and Productivity	Sustainable Natural Resources Management	Food Security and Nutrition	Policy Support	Knowledge and Information Management	Value Addition/ Marketing and Trade	Private and Public Sector Investment
Burundi	X	X	X	x	x	X	
Djibouti				x	x	x	
Ethiopia	X	X	X	x	x	x	
Kenya	X	X	X	X	X	x	
Somalia	X	x	X	x	x		X
Sudan	X	x	X	x	x	x	
Rwanda	X	x	X	x	x	x	
Uganda	X	x		x	X	x	x
SFE	X	X	X	x	x		X

Key: X - indicated in the CPF/NMTPF document; x - indicated by FAOR presentations

From above table, issues such as policy/ and strategic development support, natural resource management, agribusiness and value chain development were highlighted as cross cutting issues that need to be attended by all concerned.

Session 3: Identification of staff training needs

The discussion of the training needs at the FAOR offices and for Sub regional Technical Officers (STO) was facilitated by Ms Carine Rouah (CSHT, FAO HQ). The following areas were prioritized for training in the sub-region:

- Results based management
- Project preparation
- Leadership and management
- Report preparation and writing.

Session 4: Results Based Management

A session was dedicated to provide a briefing on Results Based Management (RBM) to all the FAORs, SFE and Ethiopia country staff. The presentation focused on demonstrating how RBM can be applied to prioritize work plans for the biennium 2012-13. It was pointed that, the RBM approach represents a useful tool for monitoring programme outputs, and it can adjust them based on selected indicators, and able to evaluate the programmes deliverables. It was also emphasized that RBM would entail improving skills in planning for the management, technical and administrative staff. And the fact that, there is paradigm shift from accountability for rules and regulations to RBM approach of accountability for results. Emphasized should be put for FAO to operationalize RBM at country, sub-regional and regional levels. The meeting was informed that RAF Task Force, with members from all FAO sub region offices is in charge of preparing for a full RBM roll out in the region.

Session 5: Meeting of SFE Senior management

At the margins of the SFE Sub regional Meeting, Senior Managers of the Sub region (SRC and FAORs) held a management meeting where key issues, some of them emanating from the general meeting were discussed.

Discussions highlighted the increasing backstopping needs on policy/strategy related issues and SFE needs to draw on the available expertise to address emerging needs. However, it was noted that shortage of human resources as well as the unbalance on the required skills mix are the major cause. This issue was also viewed to be directly linked to resource mobilization and programme size.



The meeting commended the countries in the sub region for the good effort in adopting programmatic approach to their programming activities, and it urged all countries to complete their CPFs. The meeting noted that, an analysis of the CPFs will clearly highlights the key priorities across countries which in turn should be the focus of SFE support activities.

Concerns were raised on the low level of delivery of TCPs in the sub region. One of major bottleneck being the fact that national coordination mechanisms (requirement in TCPs) are not always effective. Suggestions were made to explore the option of involvement of additional technical support (consultants) in support of National Coordinators in order to accelerate delivery.

The issue of collaboration between REOA and SFE was also discussed. The managers pointed that both offices cover the same countries/region and REOA regional projects are increasingly looking on longer-term and on similar thematic areas of work of SFE. Addressing “chronic food insecurity” is a major issue in the SFE sub region and besides the usual response/relief activities of development partners there is need for a policy/strategy that goes beyond that into building more durable solutions by increasing the level of resilience of vulnerable people to climatic



shocks. Therefore it was suggested that there should be need for increased coordination both at strategic level as well as implementation at sub regional level, and promoting synergies in both technical and financial resources. The absence of FAO Corporate guidance (both functional and operational) on this issue is however noted as a critical “omission” that needs to be addressed as collaboration presently occurs on “ad hoc” basis.

Communications was also identified an area of weakness in the SFE sub region, and the meeting suggested for major efforts be made to revert the situation.

The meeting had also agreed that the next MDT meeting to be held in Uganda, and others are to be held in rotation in countries in the sub region. It was also felt that MDT meeting should takes place at least twice in a year so that there are continuous interaction and feedback among SFE officers based in Addis Ababa and FAORs. Lastly, the meeting recommend that the timing for the SFE Sub regional Meeting to be revisited in order to make it in “synch” with the RAF Annual Meeting.

6. Main Outcomes and Recommendations of the 4th SFE management meeting

A report of the key conclusions and recommendations was presented to the meeting by SRC.

The seminar discussions highlighted that the subregion has high potential although the current agricultural production is low. There is a strong commitment and support from the subregion's national governments; however, there is a gap in the implementation of the medium and long term policies, as well as in the institutional capacity to respond to current needs.

Presentation by the development partners including AU, COMESA, EAC, IGAD, East Africa Farmers' Federation, Kilimo Trust, PTA Bank, and the discussion thereafter, including interventions from sister UN Agencies, AfDB and other key partners, showed very strong congruence and similarities in the identification of the sub regional development issues (specifically in the agricultural sector) as well as priorities in programme development. The participants expressed interest in collaboration and development of joint programmes.

All the partners recognized the leading role FAO can play in the agricultural sector, particularly in facilitating policy dialogue in the subregion and acting as the focal point for subregional initiatives; FAO is considered potentially pivotal in strengthening linkages with the private sector and the public policy makers. In the context of the African Union-Partnerships for Africa's Development (NE-PAD) through the Comprehensive Africa Agricultural Development Programme (CAADP), FAO has comparative advantages in subregional analysis and multi-disciplinary approaches, which puts it in a good position to advice and guide in the formulation of appropriate strategies at national and subregional levels. SFE can also play a supportive role in the area of policy advice for the transition from disaster and rehabilitation to development.



With respect to FAO, FAORs expressed the need for consolidation of the different in-country programming tools into a single country programme, the CPF. It was observed that this was already happening, namely in Kenya, Ethiopia, Uganda and Somalia. Other discussions were focused on the increased opportunity for resources mobilization through the CPF, given its alignment to the national policies, UNDAF and donors' priorities. It was noted in the meeting that, five out of

eight countries of the sub region are in the process of finalizing their CPFs. Djibouti was planning to initiate the process, Sudan was updating a draft NMTPF prepared in 2007, and Somalia has prepared a Medium-Term Plan of Action. All FAORs highlighted the need for clear and concise CPF guidelines, and a strengthening of their capacities for results based planning.

The most common priority areas derived from the CPFs reflect the FAO core functions in Policy Support, Knowledge/Information Management, and Promotion of 'Best Practices'/Capacity Building. Among the technical thematic areas, focus was primarily given to "enhanced agricultural production and productivity" and "development of sustainable natural resources management". Since the subregion has a large population that is food insecure; food security is also generally



considered as a focus area; while “enhanced agricultural sector competitiveness” and “promoting private sector investment” are seen as major strategies towards agricultural growth and development. The participants agreed that there was a need for closer review and alignment between the country priorities and SFE (as well as RAF) Strategic Framework and that, SFE backstopping activities should be planned jointly with the countries.

Discussions on Results Based Management (RBM) and resources mobilization focused on setting up effective strategies and formulating outputs in order to foster synergies between institutions, as well as developing an appropriate communication strategy targeted towards donors that highlights the comparative advantages of FAO and takes into account the donors’ areas of interest. All SFE countries agree that capacity building in RBM and resource mobilization should be a special priority.

The sessions on staff development and Results Based Management helped inform work plans for the period 2012-13, and identified the needed skills in SFE for improved performances of management, technical and administrative staff. The RBM approach is a useful tool that will help to monitor effectively the development of programmes, adjust them according to selected indicators, and evaluate deliverables.

In conclusion of the meeting, the SRC thanked all participants as well as his staff for the excellent arrangements and support to the meeting. He also thanked partners and FAO staff from RAF and HQ who had shared information on key development in the organization and Africa region. He noted that there are challenges ahead for FAO and staff while undertaking reform, and urged for close collaboration among staff and partners. After these remarks the SRC had officially declared the meeting close.

7. Evaluation of the meeting

Feedback by the participants indicated that the management meeting facilitated interaction among the staff at the country, Sub regional and HQ levels, thus serving as a key opportunity for networking in order to leverage policy discussion as well as increase the exchange of information and knowledge. Some rooms for improvement for future SFE meetings were pointed out, and these include: (i) streamlining of the presentations of the ongoing activities; (ii) allocating enough time for the discussion and interaction between the SFE technical officers and countries offices; and (iii) need to consider venue rotation among the SFE countries for the next MDT meeting.



8. Annexes

Annex 1: Agenda of the Fourth SFE Multidisciplinary Team Meeting

DAY ONE: Wednesday, 16 February 2011: Special Seminar, Prioritization of Agricultural Development Strategies in Eastern Africa Sub region

Time	Session/topic	Presenter
08:30 - 08:40	Welcoming Remarks and Introductions	Dr. Camarada, SRC
08:40 – 08:50	Brief Remarks	Dr. Josue Dione, Director Food Security, UN ECA
08:40 - 08:50	Opening Remarks	Dr. Abebe, Director, DREA, AU
08:50 - 09:10	Official Opening	Mr. W. Madefro, State Minister for Agriculture, MoA, Ethiopia
State of Food & Agriculture Sector in the Eastern Africa Region Chairperson: P. Misika Listening Team: Abari/Minae		
09:15 - 09:30	Status of Agriculture sector in Eastern Africa Subregion	Dr. C. Camarada
09:30 - 09:45	Status of Countries with protracted food Security Crisis in the Sub Region	Mr. L. Alinovi
09:45 - 10:00	'Best Practices' to enhance Food Security: IGAD Livestock Policy Initiative	Mr. Dil Peeling
10:00 - 10:30	Discussions	
10:30 - 11:00	Coffee/Tea Break	
Priority policy issues/challenges: Chairperson: M. Abari Listening Team: Misika/GuerneBleich		
11:00 - 11:15	AU- CAADP Programme and status	Mr. B. Keizire, AUC
11:15 - 11:30	FAO- CAADP Support	Maria Pia Rizzo, FAO
11:30 - 11:45	Regional Compacts in the COMESA Region.	Mr. M. Chungu, COMESA
11:45 - 12:00	Priority Issues on Food Security in IGAD Countries	Dr. S. Zziwa, IGAD
12:00 - 12:15	Eastern African Community Priority strategies in the agricultural sector	Mr. M. Marwa , EAC
12:15 - 12:45	Discussions/Action Points	
12:45 - 14:00	Lunch	
Opportunities /strategies: Chairperson : N. Ndiaye Listening Team: Braganca/Rizzo		
14:15 - 14:30	Investment Strategies to address Agricultural Growth	Mr. J. Kabuga, PTA Bank
14:30 - 14:45	Priority agriculture issues from Producers perspective	Mr. Philip Kiriro, Chairman, EAFF
14:45-15:00	Agricultural sector Development Opportunities in the Subregion	Mr. Nuhu H. Hatibu, Kilimo Trust
15:00 - 15:30	Discussions/Action Points	
15:30 - 15:45	Coffee/Tea break	



DAY TWO: Thursday Feb 17th 2011, SFE Country and Regional Programme Development

Time	Session/topic	Presenter
Chairperson: A. Braganca Listening Team: Charters/Mashinkila		
Programme Development and Prioritization		
08:45 - 09:15	Presentation on Results Based Management (RBM)	Ms E. McAllister/RAF
09:15 - 09:45	Development of Country Priority framework (CPF)	Vito Cistulli/TCSP
Country Priority Frameworks		
09:45- 10:00	Uganda	P. Misika/FAOR Uganda
10:00 - 10:15	Kenya	A. Abate/AFAOR Kenya
10:15 -10:30	Discussions	
10:30 -11:00	Coffee/Tea	
County CPF continues... Chairperson: R. Charters Listening Team Laubhouet/Malo		
11:00 - 11:15	Burundi	A. Braganca/FAOR Burundi
11:15 - 11:30	Rwanda	L. Gashugi/AFAOR Rwanda
11:30 - 11:45	Discussions	
11:45 -12:00	Ethiopia	H. Ali/AFAOR Ethiopia
12:00 -12:15	Djibouti	N. Ndiaye/FAOR-Djibouti
12:15 -12:30	Discussions	
12:30 -12:45	Sudan	M. Abari/FAOR Sudan
12:45-13:00	Somalia	L. Alinovi/FAOR Somalia
13:00-13:30	Discussions	
13:30-14:30	Lunch	
Sub-Regional Strategic Planning: Chairperson: L. Alinovi Listening Team: Ndiaye/Abate		
14:30 - 14:45	SFE Achievements	S. Minae/SFE
14:45 -15:00	Regional Pillars/ARC Priorities	L. Laubhouet/RAF
15:00 -15:15	SFE Strategic Framework	E. GuerneBleich/SFE
15:15 - 15:45	Discussions –Links between SFE, CPF and Africa Regional Conference priorities	
15.45 -16:00	Coffee/Tea break	
16.00-16.15	Conclusions & Action Points	

DAY THREE, Friday Feb. 18th 2011: Internal SFE meeting

Time	Session/topic	Presenter
Development Planning Process; Chairperson: A. Abate Listening Team: Alinovi/Hassen		
08:30 - 08:45	Program Development	J. Laubhouet/RAF
08:45 - 09:00	Resource Mobilization	R. Charters/REOA Maria Rizzo/ SFE
09:00 - 10:00	Discussion/Action Points	
10:00 - 10:15	Coffee/Tea Break	
10:15 - 10:40	Discussions on priorities for national programme development & SFE Backstopping	
10:40 - 11:10	Discussions on priorities for regional Programme development (Common Cross-Cutting Country Priorities)	
11:10 - 11:30	Summing up on key decisions and way forward	C. Camarada, SRC
11:30 - 12:00	Understand the staff development needs and priorities	Rouah, Carine /CSHT
12:00 - 13:00	Senior Management Meeting	C. Camarada, SRC & FAORs
13:00 - 14.00	Lunch	
14:00.....	RBM Process	Ms E. McAllister/RAF



Annex 2: List of Participants to the Fourth SFE Multidisciplinary Team Meeting

Invited Guests and Development Partners [UN, AU, Embassies, Donors, Governmental Offices & Private Sectors]:

1. Ato Wondirad Madefro, State Minister/Ministry of Agriculture, Government of Ethiopia
2. Ato Abraham Tekeste, State Minister/Ministry of Finance and Economic Development, Government of Ethiopia
3. Mr. Abdelkhalig Ahmed, First Secretary/Sudan Embassy
4. Mr. Peter Matsiko, First Secretary/Rwanda Embassy
5. Mr. Nathan Machani, First Secretary/Kenya Embassy
6. Mr. Isaie Ntirizoshira, First Counselor/Burundi Embassy
7. Ms. Merritt Chesley, Agricultural Counselor/US Embassy
8. Ms. Betty Namubiru, Second Secretary/Uganda Embassy
9. Dr. Josue Dione, Director/UN ECA
10. Dr. Abebe Hailemichael Gabriel, Director/AUC
11. Mr. Chungu Mwila, Director/COMESA
12. Ms. Shirley Trrauars, Director/ILRI
13. Mr. Samuel Zziwa, Program Manager/IGAD
14. Mr. Moses Marwa, Program Manager, East Africa Community
15. Mr. Philip M. Kiriro, Chairman/EAFF
16. Mr. James Kabuga, Director, Projects Manager/PTA Bank
17. Prof. Nuhu Hatibu, Chief Executive Officer /KILIMO TRUST
18. Ms. Judicalmi Lawson, Senior Advisor/ILO
19. Mr. Adama Ekberg, Chief/ UNECA/APS
20. Mr. Boaz Keizire, Policy Advisor/AUC
21. Mr. Assaye Legesse, Senior Agricultural Economist/World Bank
22. Mr. Enrico Pausilli, Coordinator/WFP
23. Mr. Mesfin Tesfaye, Procurement Officer/WFP
24. Ms. Amy Martin, DHOO/OCHA
25. Mr. Harouna Dosso, Agronomist/AfDB
26. Mr. Taro Boel, Associate Economic Affairs/ECA
27. Ms. Chiana Jcarragi, UN Fellow/Italian Cooperation
28. Mr. Elias Zerfu, Research Fellow/IFPRI



FAO Representatives and Assistant FAO Representatives, Professional Staff of the FAO Headquarters, Regional Office for Africa, Subregional Office for Eastern Africa and Project Offices

1. Dr. Castro Camarada, Sub regional Coordinator for Eastern Africa, and FAO Representative in Ethiopia, to AU and the UNECA
2. Mr. Arlindo Braganca, FAO Representative/Burundi
3. Mr. Percy Misika, FAO Representative/Uganda
4. Ms. Ndeye Ticke Ndiaye, FAO Representative/ Djibouti
5. Mr. Mai Moussa Abari, FAO Representative/Sudan
6. Mr. Luca Alinovi, FAO Representative a.i Kenya, and Office in Charge for Somalia
7. Mr. Mohamed Daldoum, for Assistant FAO Representative/Sudan
8. Mr. Ali Said, Chief Technical Advisor, Representing Head FAO Southern Sudan
9. Mr. Charles Owach, Assistant FAO Representative/ Uganda
10. Mr. Augusta Abate, Assistant FAO Representative/Kenya
11. Mr. Vital Baranyitondeye, Assistant FAO Representative/Burundi
12. Mr. Laurent Gashugi, Assistant FAO Representative/Rwanda
13. Mr. Abdoukader Ismail, Assistant FAO Representative/Djibouti
14. Mr. Hassen Ali, Assistant FAO Representative/Ethiopia
15. Mr. Rod Charters, Regional Emergency Coordinator for Eastern Africa/ FAO REOA
16. Mr. Vito Cistulli, Senior Policy Officer/FAO TCSP HQs
17. Mr. Joachim Laubhouet-Akadie, Senior Field Programme Officer/ FAO RAF
18. Ms. Susan Minae, Agribusiness Development Enterprise Officer/SFE
19. Mr. George Mashinkila, Investment Officer/SFE
20. Mr. Emmanuelle GuerneBleich, Livestock Officer /SFE
21. Mr. Edward Kilawe, Forestry Officer/SFE
22. Mr. Meshack Malo, Natural Resources Officer/SFE
23. Mr. Fantahun Assefa, Field Programme Support and Monitoring Officer/SFE
24. Ms. Angela Hinrichs, Liaison and Operations Officer, FAO TCE HQs
25. Ms. Maria Pia Rizzo, Senior Policy Officer CAADP support/SFE
26. Mr. Afework G/Eyesus, Administrative Officer (a.i)/SFE
27. Mr. Patrick Vercammen, Disaster Response and Rehabilitation Coordinator/FAO Ethiopia
28. Mr. Eshete Dejene, Fisheries Technical Expert/SFE
29. Mr. Ameha Sebsibe, Livestock Technical Expert/SFE
30. Ms. Cristina Scarpocchi, Programme Officer/SFE
31. Mr. Dil Peeling, Chief Technical Advisor/FAO-IGAD Livestock Initiative
32. Mr. Nigussie Alemayehu, Agricultural and Rural Development Expert /FAO Ethiopia

33. Mr. Alekaw Sineshaw, Deputy Coordinator, Disaster Relief and Rehabilitation, FAO ETH
34. Mr. Leone Magliocchetti Lombi, Associate Professional Officer, Water in Agriculture/SFE
35. Ms. Thandeka Sithole, Associate Professional Officer, Policy/SFE
36. Mr. Fikre Mulugeta, Project Manager/FAO Ethiopia
37. Ms. Martha Ayele, Programme Assistant/FAO Ethiopia
38. Ms. Genet Tesfaye, IT Officer/SFE
39. Ms. Carine Rouah, International Consultant/ FAO HQ
40. Ms. Elizabeth McAllister, International Consultant, FAO RAF

Organizing Team/SFE

Overall planning/coordination - Susan Minae

1. Emebet Tilahun, Secretary
2. Dorelyn Jose, Information and Communication Consultant
3. Nessri Abdella, Graphic Designer
4. Sophia Aberra, Programme Assistant
5. Ameha Shegu, IT Support
6. Rihana Mohammed, Secretary





FAO Subregional Office for Eastern Africa (SFE)

CMC Road Next to ILRI
P.O.Box 5536 Addis Ababa Ethiopia
Tel: +251 11 6478888
Fax: +251 11 6478800
FAOSFE@fao.org
www.fao.org