

Report of the Fifth Meeting of the Multidisciplinary Team



28th February – 2nd March 2012
Addis Ababa, Ethiopia



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Executive Summary

Objective

In response to the food crisis that has made millions of people in the Horn of Africa (HoA) vulnerable to shocks and in need of humanitarian relief assistance, FAO has renewed its commitment to realize a hunger-free Horn of Africa, which is based on four main principles: (i) Governments and peoples commit to a hunger-free Horn of Africa; (ii) Policies and institutions ensure the realization of a hunger-free HoA; (iii) Increased investments in agriculture and food security promote peace and prosperity; and (iv) Successful programmes and innovations scaled up for rapid impact.

This process is led by the Country Offices (COs), coordinated by SFE and supported technically by RAF and HQs.

The aim of the meeting was to operationalize the commitment by contributing to the four pillars through :

- Reviewing key priorities, challenges and opportunities in the subregion;
- Identifying priority actions to be implemented;
- Identifying opportunities to create synergies and partnerships at the country and regional levels; and
- Discussing the way forward and preparing action plans to be aligned to the Country Programme Frameworks (CPFs), country plans and policy documents and reflecting Governments' and Regional Institutions' agricultural development priorities.

Main outcomes

Based on internal FAO deliberations and feedback from Government representatives and other development partners (DPs) it was noted that FAO is seen as a repository of knowledge and is well positioned to provide a coordinating role in the agricultural sector. FAO must strengthen its partnership arrangements in the Eastern Africa subregion, if the renewed commitment in the HoA is to be realised. The outcomes are summarized here below under the five main topics discussed during the meeting.

Mapping priority policies and development strategies

The review of the key agricultural development priorities at national level, based on the major policy documents, (i.e. Comprehensive Africa Agriculture Development Programme –CAADP- investment plans, national Agriculture Policy Strategies, Food and Nutrition policy, etc.), plus feedback from Government representatives participating in the meeting, revealed considerable commonalities between countries on the following priorities:

- Enhanced food security, through increased production and productivity linked to value chain development, regional trade and market access, as well as creating an enabling environment;
- Development of strategies for targeting the most vulnerable groups as well as putting in place interventions for preparedness against recurrent shocks such as droughts, price hikes and transboundary animal and plant pests and diseases;
- Food security and livelihood improvement with emphasis on enhanced competitiveness.



Mapping ongoing and pipeline programmes and human resources

Analysis of ongoing and pipeline projects indicates that the overall focus is on medium and long-term results through:

- Increasing crop (and livestock, fish) production and productivity and improving returns to farmers' investment by supporting and facilitating projects to demonstrate and promote "good practices" such as improved soil fertility, adoption of high quality seed and animal feed, and control of pest and diseases;
- Commodity value chain development and market promotion focusing on priority commodities especially for the highland areas;
- Support to governments to develop policy frameworks and instruments and strengthen management capacities for natural resource management with special reference to soil and water management;
- Assistance for policy development and subsector strategy implementation, as well as close collaboration with local agricultural authorities including support in the preparation of agricultural investment plans.

In response to the HoA crisis, the FAO programme tends to concentrate on:

- Provision of appropriate inputs, capacity development of farmers and farmer organizations;
- Animal disease surveillance and control;
- Support to infrastructure rehabilitation through cash for work (for specific cases); and
- Improving access to markets and market information.

The major thrust of the ongoing programmes' and projects' duration range from six months to three years of implementation period and have a high potential for up-scaling as demonstrated by the increased interest from donors.

Mapping out the expected results of current national and subregional initiatives against the four thrusts shows that most of the expected results and related available budget fall within pillar 2 (Policies and Institutions) and 4 (Up-scaling of good practices). However, it is understood that implicit advocacy work has been undertaken by DOs through a constant dialogue and advise to Governments and RECs under programmes and projects which do not indicate advocacy as an explicit outcome.

The human resource mapping undertaken in preparation of the meeting indicates that:

- Most FAO offices are relatively well-staffed with most of the human resources available through project funding and tied to specific Terms of Reference;
- Expertise is available in livestock and crop production but, in light of the increased responsibilities at country/subregional level, there may be need for additional human resources through a specific targeted human resource deployment strategy;
- More expertise is required in policy, trade and marketing development, nutrition, communication, among others.

Proposed action plans

Overall the countries are moving towards an integrated One FAO programme. The planning and preparation of action plans was based on country programmes, the mapping of available human resources and of ongoing and pipeline interventions.

With regard to FAO's comparative advantages, it was acknowledged that building resilience and realizing a hunger-free HoA requires continuous commitment and should build on FAO's major strengths:

- Strong delivery capacity in emergency activities;
- Strong technical knowledge as a basis to support development interventions; and
- Broad outreach at country and regional levels and strategic partnerships with Governments and other partners.

In addition, in order to improve efficiency and effectiveness in implementing APs, the following activities were recommended:

- Closer coordination between the subregional and the country programmes as a main priority;
- Improving synergies at country level: FAORs to be more empowered to play a more central role in all ongoing FAO activities in the country;
- Operational modalities to be agreed upon to facilitate maximum impact of incoming FAO missions in country.

SFE and COs finalized country plans and developed Common Results Management matrices with milestone indicators and estimated budgets based on the four strategic thrusts. With reference to up-scaling and replicating successful programmes for immediate support, countries developed Action Plans by identifying priority activities to be implemented, the number of target beneficiaries to be reached and budget implications. FAO's on-going initiatives at country level were identified, as well as the opportunities to create synergies to contribute to the four thrusts of the renewed commitment and associated actions in the HoA. The major step is to ensure that priorities identified with Governments and key stakeholders contribute to this renewed commitment through existing CPFs and country plans, and where there are gaps to be addressed by mobilizing appropriate human and financial resources.

An overall analysis of country work plans against the four thrusts shows that most of Action Plans should address gaps in pillar 1 (Advocacy) and 3 (Investment), although also up-scalable good practices would require additional resources to ensure effectiveness and outreach. However, under Pillar 3, in order to ensure more effective coordination from SFE side and have a clear picture for planning, the work being undertaken by the Investment Centre in FAO HQs should be fully reflected in the Subregional Result Based Matrix as well as in the Action Plans.

Details on country/subregional proposed additional programmes and on good practices potentially up-scalable shows that, out of 17 good practices identified, the following four have been indicated by at least three of the FAO Country Offices present in the EA Subregion:

- 1) Seed multiplication: Community based/Fairs/bulking;
- 2) FFS approaches;
- 3) Marketing linkages and value addition;
- 4) Urban and peri-urban horticulture/School farms and gardens.

The subregional programme reflects the priorities set by Governments and regional communities and is focused on three major outcomes:

- i) Sustainable natural resources management,
- ii) Enhanced agricultural productivity/agribusiness development and
- iii) Reduced vulnerability and food security.



Forging partnerships

Participants underlined partnerships to be forged under the overall framework of the CAADP, focusing on:

- A clear definition and sharing of roles and responsibilities among partners around a core objective to better articulate multi-sectoral actions aimed at addressing food and nutrition security issues;
- Taking advantage of complementarities amongst different partners and respective comparative advantages;
- Pioneering innovative partnership modalities through Public-private partnerships (PPP), possibly involving, in addition to Governments and UN/Multilateral Agencies, private sector actors, universities and research institutions to improve effectiveness in meeting beneficiaries' needs and responding to a changing environment;
- FAO together with CGIAR Centres (ILRI, IFPRI) constitute a technical consortium that provide a knowledge base supporting investment programming in the region.

Resource Mobilization

The meeting concluded that countries are ready to fully align their programmes to achieve the renewed commitment and to improve respective results framework based on the four thrusts to clearly identify existing gaps and to ensure comprehensiveness and alignment. To enhance delivery and effectiveness, resource mobilization and better coordination and communication of the overall renewed commitment as well as planning for results were recognized critical to success. The following recommendations were made:

- Coordination modalities may need to be reassessed, considering the main role to be played at subregional level;
- Stronger linkages with investment projects/programmes which FAO is mainly involved in support to planning should be promoted through a better joint planning with TCI and COs for more effective positioning;
- Fundraising for the HoA needs to be linked to the results obtained in the field, improving visibility and communication by strongly showcasing and documenting results and impact already achieved;
- Resource mobilization should focus on interventions that bridge the emergency-development interface following a twin-track approach (short and medium-long term).

Abbreviations and Acronyms

ADG	Assistant Director General
AfDB	African Development Bank
ARC	African Regional Conference
ASALs	Arid and Semi-Arid Lands
ASCU	Agriculture Sector Coordination Unit
AU	African Union
CAADP	Comprehensive Africa Agricultural Development Programme
COMESA	Common Market for Eastern and Southern Africa
CPF	Country Programme Framework
DPs	Development Partners
DREA	Directorate of Rural Economy and Agriculture
DRRU	Disaster Response and Rehabilitation Unit
EAC	East African Community
EAFF	East Africa Farmers' Federation
EAGC	East African Grain Council
ECOWAS	Economic Community for West African States
FAO/UN	Food and Agriculture Organisation of the United Nations
FAOR	FAO Representative
FDRE	Federal Democratic Republic of Ethiopia
HoA	Horn of Africa
HoATT	Horn of Africa Task Team
IFPRI	International Food Policy Research Institute
IGAD	Inter-governmental Authority on Development
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 Communities
RBM	Results Based Management
REOA	Regional Emergency Office for Eastern Africa
RR	Regional Representative
PPP	Public-Private Partnership
SFE	Subregional Office for Eastern Africa



SRC	Subregional 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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Introduction

The Fifth Subregional Office for Eastern Africa Management (SFE) Management Meeting took place in Addis Ababa from 28th February to 2nd March 2012.

The meeting was held at the premises of the International Institute for Livestock research Institute (ILRI) complex in Addis Ababa and was privileged with the presence of the Assistant Director-General for Africa, Mme Maria Helena Semedo, Permanent Secretaries from the Ministries of Agriculture of SFE Countries, as well as FAO Representatives and Assistant FAO Representatives in the Subregion and technical officers from FAO Headquarter and the Regional Office for Africa.

The meeting was attended by the State Minister of Agriculture Ato Mitiku Kassa and by representative of the Africa Union as well as a number of development partners which included IFAD, UNECA and EU. The regional organizations and communities and private sector participation at the meeting were IGAD, NEPAD, COMESA/ACTESA, IDC and East African Grain Council. A few Addis Ababa based embassies (Kenya, Uganda, Burundi) participated.

The recent food crisis in the HoA has prompted calls for a renewed commitment to end hunger and promote sustainable food security in the subregion. This is so, especially, in view of absence or lack of implementation of major policies and programmes, despite the multiplicity of initiatives in the past, aimed at confronting the food insecurity situation. Although the number of people affected by the crisis has fallen from 4 million to 2.34 million and the United Nations system has, therefore, declared the end to the famine in Somalia, the situation is still fragile and most parts of the region remain in crisis and emergency food security conditions.

For this reason, FAO has renewed its commitment to a hunger-free HoA, pronounced by the FAO Director-General, H.E. Jose Graziano Da Silva, as one of the main priorities on which FAO will focus its action in the coming years.

Based on this premise, the meeting focused on reviewing subregional and country priorities in order to prepare a strategic Action Plan to improve the efficiency and effectiveness of the support FAO is providing to Eastern Africa countries' Governments in promoting agriculture development and in developing measures to address recurrent crisis triggered by drought since September 2010 adversely impacted crop production and pasture availability, on which 80 per cent of the population in the sub region depends for its livelihood.

Since the patterns of resilience and vulnerability in particular, at the level of households and livelihood systems vary through the region, and require specifically tailored humanitarian recovery, risk reduction and development approaches, the recent crisis has posed challenges and rethinking on development of strategies that simultaneously focus on saving lives whilst also addressing coping mechanisms to recurrent agro-ecological and socio-economic shocks. There is need to adopt a twin-track approach to meet the immediate needs of the vulnerable population while building long-term resilience and addressing all aspects of food security – access, availability and stability, planning across the conventional divide between emergency interventions and development programmes was underlined as the basis for the planning exercise, in order to ensure that the fundamental problems that make population vulnerable to hunger are addressed in ways that increase their capacity to gain resilience to future shocks.

The focus was therefore on prioritizing, with key stakeholders and partners, the main areas to focus action in arid and semi-arid lands in the short, medium and long term, to improve collaboration and coordination for strategic planning, to streamline activities and to forge and reshape partnerships



with the Horn of Africa Member Governments, as well as with RECs, Regional Institutions, Development Partners, Non-State Actors and Civil Society Organizations in the sub region on the basis of the different mandates and comparative advantages.

The approach adopted emanated from the Country Programme Frameworks (CPFs), agreed by FAO and respective government counterparts, and graduated into the definition of sub regional priorities in order to ensure a demand-driven process to define FAO's priorities in the HoA and in the entire Eastern Africa sub region.

For this reason, it was highlighted that the planning exercise is to be based on a bottom-up approach to ensure that the priorities respond to the needs of East Africa Member Countries as well as ensuring full ownership. This was identified as the most viable instrument which could provide FAO with a demand-driven process to define its priorities in the HoA and in the entire Eastern Africa sub region to ensure food and nutrition security and address the root causes of risk and vulnerability in close partnership with East Africa Governments under the umbrella of the African Union Comprehensive African Agriculture Development Programme.

The meeting provided an opportunity for FAO staff and development partners to share ideas, concerns, and challenges and assess FAO performance in the field. It was also a moment of reflection on how FAO activities are contributing to improving food security in member countries in the subregion, with respect to which FAO has renewed its commitment aiming at improving its effectiveness to better deliver and provide more effective support around the four main thrusts identified by the new FAO's Director-General in collaboration with major stakeholders:

- 1) Governments and peoples commit to a hunger-free Horn of Africa;
- 2) Policies and institutions ensure the realization of a hunger-free HoA;
- 3) Increased investments in agriculture and food security promote peace and prosperity;
- 4) Successful programs and innovations scaled up for rapid impact.

With the aim of setting a common ground for the preparation of the Action Plans, the discussion was articulated around the following five milestones, which are individually covered in this report, highlighting the main issues discussed, outcomes and main action points:

- 1) Strategic development priorities for the Eastern Africa Agricultural Sector;
- 2) Strategies for strengthening partnerships/networks and collaboration for improved food security;
- 3) Structure and Functioning of FAO's Decentralized Offices Network: A possible vision for the Africa Region;
- 4) Opportunities, Strengths and Weakness in HoA;
- 5) Strategic Action Plans/Planning.

MILESTONE 1:

Strategic Development Priorities for the Eastern Africa Agricultural Sector

In order to set priorities for the planning exercise, the session focused on defining and recalling national priorities for the agricultural sector in SFE countries, also in view of the forthcoming 27th FAO Africa Regional Conference, taking place in Brazzaville in April 2012.

This process would ensure that a bottom-up approach is followed and ownership encouraged in further defining FAO's global priorities for the Africa region. Participating Permanent Secretaries and their representatives presented key priority areas for the agricultural sector for their respective countries as well as the areas where FAO support could be more effective and build on FAO's comparative advantages. Beside specific priorities for each of the SFE countries, a number of common priorities among countries and related FAO's support areas have been identified, through the principles briefly recalled here below.

In first instance, the use of CAADP as an overall framework for both public policy and for development support was underlined as being the main umbrella to inform country policies for agriculture. In this regard, the support provided by FAO in advocating to complete the process of formal endorsement of CAADP Compacts was underlined: in the subregion, already Burundi, Ethiopia, Rwanda, Kenya and have signed Compacts, while Djibouti and Sudan are in the process of approving it. For other SFE countries, it was reiterated that FAO should provide support and advice to accelerate the process of formulation of Country CAADP Compacts. Participants were updated on the process undergoing in formulating the Regional IGAD CAADP, which is expected to be available in a draft form by the end of April 2012 to be further discussed in two different sessions in Ethiopia and Djibouti.

Countries also shared their views on enhancing food security and designing and implementing related policies targeting the most vulnerable groups of the population, with emphasis on those



in marginal areas and more specifically in arid and semi-arid lands, which are more prone to recurrent crisis due to weak coping mechanisms and resilience building capacities. The principles of the Paris Declaration, and in particular the need to ensure a better coordination of development interventions at country and regional level, were mentioned as the most appropriate instruments for both Governments and DPs to guarantee effectiveness of public aid with respect to Governments' priorities to address food insecurity.

Capacity building, especially for efficient service delivery, was highlighted to be a key area where Governments are concentrating efforts and advocating for FAO's support as a means to ensure sustainability of any intervention in the short, medium and long term. In particular, the need to improve countries' preparedness to diseases, pests, climate factors, etc. and response to emergencies and long term challenges.

Sustainability is also to be achieved through institutional building, one of the key areas in which FAO is supporting countries, and through putting in place mechanisms, policies and public expenditure measures to create an enabling environment to allow smallholders to access and benefit from market liberalization through value addition, formal market linkages and facilitated access to credit.

The priority areas presented by Permanent Secretaries were taken as entry points to further ensure alignment of FAO's subregional and country priorities' and related action plans.



MILESTONE 2:

Strategies for strengthening partnerships/networks and collaboration for improved food security



The session covered presentations by IFAD, ECA, IGAD, EU, UNICEF, ILRI, IFPRI, EAGC and Nyala Insurance on their perceived approaches and ways of improving working relations/partnership/networks with FAO. The session was particularly devoted to existing and potential partnerships with sister UN agencies/programmes, Development Partners, CGIAR and the private sector practitioners. The objective of the session was to renew dialogue with key partners in the subregion in order to identify mutual priority issues, challenges

and opportunities on a common platform and facilitate forging partnerships and networks to address food insecurity in the region, with specific attention to FAO's role in providing technical assistance to support collaborative programmes to SFE member countries and Regional Economic Communities (RECs).

The presentations made by the DPs covered the main initiatives DPs are engaged in for addressing food and nutrition security in the HoA. Of specific interest for potential partnerships were those related to food and nutrition targeting vulnerable groups, such as UNICEF and EU. The NEPAD initiatives certainly constitute an umbrella under which FAO is developing and can potentially upscale its contribution and partnership.

In summary the presentations highlighted selected main issues for mutual following-up. In first instance, the multi-sectoral and multi-dimensional nature of food and nutrition security, the foundation of national economic growth, require effective collaboration to have an impact on the ground as well as at institutional level. The identification of good practices to be potentially up scaled is crucial for making the best use of respective comparative advantages and specific knowledge and experience. The adoption of a bottom-up approach would be supported through aligning DPs policies and strategies to country and subregional specificities and planning frameworks.

All development partners highlighted the need to improve partnerships in addressing food and nutrition insecurity in SFE countries under the overall framework of the CAADP, finding out modalities to ensure partnerships are based on a concrete share of responsibilities among partners. Commitment in meeting the terms of partnerships was also mentioned as one of the key factors for an effective action to be based on a common foundation, agenda and clear guidelines. A bottom-up approach in designing partnerships should encompass all concerned stakeholders including those more directly affected. A conducive working environment for partnerships was



underlined to be a key factor to be ensured by Governments. The role of State actors was identified to be crucial in coordinating programmes and in avoiding duplication of efforts by different partners. Coordination should also be ensured at all different levels, from national to regional, so as to be able to further advocate to meet global priorities.

Regarding the design of arrangements, participants agreed on the need to articulate partnerships around a clear core objective since the first phases of planning, focusing attention on complementarities among different actors, taking into account skills, capacities and comparative advantages of each of the partners. Referring to concrete modalities of forging partnership, integration between short and medium term actions with medium and long term ones was recognized critical to multisectoral actions aimed at addressing food and nutrition security issues on the specific case of the HoA.

Groups further identified innovative modalities on improving partnerships between FAO and development partners: in particular, public-private partnerships, possibly involving, in addition to Governments and UN/Multilateral Agencies, private sector actors (e.g. insurance companies), universities and research institutions was identified as a added value ground-breaking methodology to improve effectiveness and respond to a changing environment and to be better tailored to beneficiaries' needs.



MILESTONE 3:

Structure and functioning of FAO's Decentralized Offices Network – A possible vision for Africa

The session kicked off with the ADG-RAF's making a presentation of a Background paper on proposed FAO Decentralization, which was followed up by a frank and vibrant exchange of opinions on the issue. Government representatives from SFE Member countries were encouraged to share their preliminary feedback of the vision, also in light of further informing Ministers of Agriculture of their respective countries who will participate in the 27th FAO Regional Conference for Africa taking place in Brazzaville in April 2012.



The Vision reviewed in 2011 by Members on structure and functioning of DOs network, that 'FAO, functioning as one, with DOs an integral part of the Organization, is a world-wide provider of high quality policy advice, information, support for capacity development and technical services on food and agriculture', was recalled focusing attention on the guiding principles of the actions foreseen by FAO to support the decentralization process:

- i The Improved Planning and Priority Setting, which place greater emphasis on countries, subregions and regions in articulating their own priorities;
- ii A More Flexible and Streamlined DO Network Structure, which include a proposed more flexible approach for determining the size of country offices and the possibility of reviewing the location and size of country offices in order to maximize FAOs effective presence and impact in response to the countries specific needs and the priorities in the subregions and regions and to strengthen the capacity of Subregional Offices to act effectively as the "first port of call" for the country offices on technical matters;
- iii Staffing/funding, including regular review and update of staff and skills mix in DOs to be funded also through improvements to the utilization of Administrative and Operational Support resources and their enhanced distribution to DOs and by cost-saving measures;
- iv Operations, implying further delegations for all contractual instruments while providing a framework for accountability.

In order to effectively operationalize the proposed actions, FAO Conference in 2011 requested that the Regional Conferences which would be held in 2012 to review FAO's country coverage in their Region with a view to enhancing the Organization's efficiency and effectiveness at country level and make recommendations to the Council in 2012 on the most suitable structure and skills mix of DOs network.



In first instance, the relevance of the high quality technical work performed by DOs was underlined by the RR for Africa, highlighting the need to put in place mechanisms to ensure DOs are concretely considered as an integral part of the Organization: the decision to progressively granting the delegation of authority to COs to respond to emergencies will go in this direction, supporting a better delivery at field level and improving the image of FAO with respect to Governments and DPs. In order to strengthen the concept of FAO functioning as one, greater emphasis has been given to the involvement of countries, subregions and regions in articulating their priorities: Strengthened Country Planning will be a major milestone in arriving at a more flexible and responsive decentralized structure, developing a more country-centered programming and budgeting process in the regions. CPF are the key element which will help ensure that FAO's programmes and activities are driven by country needs and priorities within the context of the Strategic Objectives agreed by the FAO Conference. Among the proposals aiming at creating a more flexible and streamlined DOs network, the proposed rationalization based on the income of countries might not serve the purpose, considering the inconsistencies in the number of people affected by food insecurity and related problems that are to be addressed.

Commitment to mobility and rotation and review of skills mix were mentioned as a response to reinforce the delivery of FAO services at the regional, subregional and country level.

A brief of the proposal to be delivered to Governments through the FAORs for discussion with their respective ministers was reviewed, with the understanding of inviting the agriculture sector ministers to share the proposal with other relevant ministers.



MILESTONE 4:

Opportunities, Strengths and Weaknesses in the HoA

The session was considered crucial to set the ground for the design of effective subregional and country action plans. Given the relevance and the high number of presentations and interventions made, this section has been subdivided into different thematic subparagraphs.

Challenges and opportunities for a sustainable food security in the HoA

In order to provide a background for identifying challenges and opportunities for achieving sustainable food security in the HoA, a first round of presentations was made to highlight the main features of the EA subregion as well as to identify opportunities and challenges.

With a total population close to 220 million, and an average growth rate of 2.5 percent, the subregion shows a very high percentage of young population, with an average of 52 percent of the total population under 18 years.

Agriculture and livestock account for the major source of living for 80 percent of the population, although with a very high level of population suffering from food insecurity, ranging from 20 to 60 percent of the total. This reflects in 16 to 35 percent of underweight children suffering from under nutrition and malnutrition. High population pressure, resulting from high population density in the highlands and from high population growth rate in the lowlands, is a constraint which, associated to low investment in ASALs and to sever land degradation in the highlands increase vulnerability to natural disaster and climate shocks.

Drought has been recurrently experienced in the HoA in 1973-74, 1984-85, 1987, 1992-1994, 1999-2000, 2005 and recently in 2010-2011, when, starting from September 2010 up to the end of 2011, exceptionally dry weather conditions have severely affected eastern parts of the Horn of Africa. This drought has stretched through two consecutive rainy seasons, resulting in severe degradation of vegetation conditions in the region, adversely impacting crop production and pasture availability, on which 80 per cent of the population in the subregion depends for its livelihood.



The impact of drought has been aggravated by the sharp increase in staple food prices, which reached record levels in several countries in the subregion inevitably causing a considerable deterioration in the livelihood systems.

Although the number of people in crisis has fallen from 4 million to 2.34 million and the United Nations system has, therefore, declared the end to the famine in Somalia, the situation is still fragile and most parts of the region remain in crisis and emergency food



security conditions. The food security situation is therefore predicted to remain at critical levels and even deteriorate in some areas, especially those with more localized protracted conflicts and population displacement. The region is also still dependant on food aid and cereals import.

In addition to this, according to recent forecast on expected rainfall, it is expected drought to return to Somalia and other parts of the HoA over the next three months, hitting areas which are already facing the cumulative impact of several droughts.

Overall, there was agreement that the catastrophic effects of the drought have mobilized attention at international level stimulating a fruitful debate around the slow response mobilized with respect to a good early warning system and has shown the negative impact of the hiatus between emergency and development interventions strategy, highlighting the need for the international community and Governments to reasonably predict funding and be able to articulate actions at field and at policy level. Consensus was reached on the urgency to address the underlying causes of the crisis and build resilience through long-term investments and multi-sectoral strategies targeted to a rapidly evolving environment characterized by increasing instability, conflicts and restriction of movements.

Regarding the challenges and opportunities in the subregion, the discussion aimed at coming up with a common platform for forging partnerships to address food insecurity in the HoA, with specific attention to the FAO role in providing technical support to collaborative programmes in Member Countries and to Regional Economic Communities (RECs). Challenges at institutional level mainly lie on the gaps identified in policy formulation and implementation, which have been further explained in the below section dedicated to Priority Policies. In some countries, weak institutional and technical capacities hamper the design and implementation of effective long-term development strategies, especially of those related to an effective partnership between public and private sectors and to the management of more complex issues, such as those related to the regional standards harmonization for goods, capital and human mobility.

Challenges of technical nature lie in the high vulnerability to shocks associated to low agricultural productivity. Overall, the Horn is prone to recurrent droughts and lacks long term strategies to build resilience and assets to support dry land farming and pastoral livelihoods which is the most suitable for the agro-ecology. The subregion has two broad agricultural sectors comprising the IGAD countries or the Horn with massive lowlands normally referred to as Arid and Semi-arid lands (ASAL), covering Djibouti, Eritrea, Southern Ethiopia, Northern Kenya, Somali, Sudan and northern Uganda has great potential especially for livestock development, housing large herds especially in Sudan and Ethiopia, however it is plagued with low public and private investments, due to lack of enabling environment and incentives including poor infrastructure and services. The highlands comprising Burundi, Ethiopia, Kenya, Rwanda and Uganda on the other hand, contain the most highly populated region in Africa reflecting subsistence farming



as a result of small scale farms, low use of farm inputs and unprofessional farmer organizations, necessary to facilitate effective marketing.

The two production systems though displaying low performance face different development challenges, and a review of national government policies and programmes indicate a leaning on the highlands, receiving more attention and being considered as the most likely to deliver to increased competitiveness and commercialization through value chain development and developed marketing and regional trade.

The opportunities arising with respect to the above challenges are related to the new political consensus built around several continental and international joint initiatives and commitment, such as the CAADP implementation process and the increased international community's engagement in meeting the MDGs. At subregional level, the increasing role IGAD is playing in the regional integration process and in taking over a stronger leadership role in outlining common agricultural development strategies was clearly underlined as a major opportunity to develop a regional umbrella under which identify opportunities and strategies at country level with the aim of implementing innovative solutions to be up scaled. Partnerships with international organizations and research centres represent another assets to FAO to strengthen its technical leadership advisory role in the agriculture and food security sector and fully exploit the potential for increasing food production in the HoA (e.g. arable land, untapped water resources), safeguarding natural resources, improving health and nutrition, expanding markets and trade, diversifying livelihoods, employment and incomes. The availability of drought mitigation plans constitutes an improvement for ensuring ownership and sustainability of ongoing and foreseen interventions, although the weak political will in increasing investment and public expenditure in the ASALs and in agriculture in general is in some cases a major constraints hampering effectiveness of any long-term action aiming at improving resilience.

Participants identified major FAO's strengths and comparative advantages, knowledge and expertise being the major ones, together with qualified human resources and technologies. In addition, the role of FAO in advising Governments on prioritizing strategy plans for increasing food production and sustainably manage natural resources were marked as main strong points. The opportunity to make use of past experience and good practices implemented in different contexts were defined as major opportunities for the Organization to give concreteness and ensure results to the renewed political will to reduce hunger in the HoA. In this direction, the increasing internal

cohesion of FAO's work towards One Programme-One FAO is definitely a precondition for success at field level and for addressing the inadequate coordination experienced in some contexts and for improving FAO's presence at the ground level.



Priorities, policies and programmes for increased food security in the HoA

The second presentation focused on the linkage between the recurrent nature of the food crisis and the absence or the non-implementation of major policies adopted in the past. It was recognized that there are a multiplicity of initiatives aimed at confronting the food insecurity situation in the HoA. The objective of the presentation was therefore to provide an informed background that accounts for the gaps in policy, strategic focus and implementation on which envisaged actions and new initiatives under the Renewed Commitment to the HoA should be based.

Consequently, an analysis of key priorities covered in major policy documents (Comprehensive Africa Agriculture Development Programme CAADP, Agriculture Strategy, Food Security and Nutrition policy among others) was conducted.

The analysis of national priorities in the Agriculture sector as expressed in government documents reveals considerable commonalities between countries. However, to place country priorities in perspective, it is critical that the priorities are viewed within the CAADP Framework. The use of CAADP as an overall framework (both for public policy and development assistance) is essential for harmonization of policies at national and subregional levels and has been accepted by most countries in the subregion as demonstrated by the signing of several CAADP Compacts.

The agricultural sector is seen as key driver to economic development as reflected by national policy strategies and programmes. While the results of the analysis are implicit in some areas such as policy advocacy; the priorities with respect to food security and nutrition and the protection of livelihoods clearly emerge as top priorities at both levels. To further enhance food security and nutrition, the governments in the subregion viewed as critical the targeting of the most vulnerable groups, value chain development, market access and enabling environment as priority areas. At the same time, improving countries' preparedness to respond to disaster risks especially epidemics, drought, floods and climate change was considered essential. It would appear that the emphasis on responding to emergencies with a view to addressing medium and long-term development issues has been agreed in the subregion.

Improved coordination of development interventions to ensure their effectiveness and to build institutional capacity for efficient service delivery and ensure sustainability also appear as priorities in the government documents.

To facilitate the pursuance of the foregoing priorities, national and subregional coordination of agricultural development policies are considered critical for implementation and success.

Countries affected by the crisis in the HoA are recognized as inherently productive and with the potential to feed itself if local producers receive the required support. Accordingly, agriculture production and productivity is a major common priority in all the policy documents reviewed.



In general, there has been limited investment directed at smallholder agriculture and pastoralism, especially for sustainable practices. Nonetheless, the country policy documents reveal a shift toward increased support to this with emphasis on better management of soil, land and water and the provision of safety nets to farmers and pastoralists. Market access, commercialization and international trade is also viewed as a priority in all the countries' CAADP Compacts as it has the capacity to contribute to increased income generation and poverty alleviation through value chain development. This in turn requires an enabling environment for national, regional and international trade.

In many countries of the subregion, livestock is identified as one of the key priority commodities. This encompasses Livestock trade and meat value chain development within the region and increased exports to nearby countries especially in the Middle East. Accordingly, the need to combat livestock pests and diseases as a priority area follows directly. Countries in the subregion generally expect that a harmonization of policies including trade policies at subregional level would enhance trade and ultimately improve food security and nutrition.

In the same vein, the streamlining of internal markets is also identified as a priority for most of the countries as it helps countries to optimize domestic demand. Building institutions for better support to farmers and pastoralists is also identified as key issue along with institutional development. In this regard, the development of the private sector is mentioned in many of the documents as a priority area. This element involves the exchange of information between public and private sector and the integration of research and extension.

In countries where an investment framework exists, a comparative assessment was made with respect to the investment levels for specific thematic areas in each country. While the investment plans cover different periods, it is worth examining in-depth the actual proportions in which the ultimate allocations have been made. Priorities emerging from the investment frameworks reviewed show clear indications where investments are foreseen in the drought-stricken countries, in order to make smallholders and pastoralists able to withstand shocks such as drought. These investments include infrastructure and storage facilities, rural roads, and electricity as well as inputs such as machinery and water not only for increased production and productivity but also improved market access.

Differences however, arise with respect to policy development emphasis and investment levels. In this respect a key difference is observed in the case of Rwanda and Ethiopia. Rwanda emphasizes

the professionalization of producer organizations and has a distinct program to address it. In contrast, Ethiopia has prioritized disaster risk management. While these aspects are implicit in other countries, it is critical to establish whether explicit reference draws significant attention in terms of resource allocation and implementation. It is also noted that the divergence in programme development is inevitable due to different country's Vision, circumstances and stage of agricultural development.



In some countries, the absence or low levels of policy formulation and corresponding institutions was noted. This was due to various reasons, among them conflicts. In the case of Somalia, conflict and political instability have triggered the large-scale collapse of state institutions thereby undermining policies for production and creating knock-on effects on other countries in the subregion. This has led to the FAO overall strategy being viewed as the main agricultural sector development guide.

For FAO, the challenge is therefore to revisit and validate its priorities and align them to those expressed by countries and regional bodies. In general, FAO's response to countries is expressed in the Country Programming Framework (CPFs) formerly National Medium term Priority Framework (NMTPF) or other FAO planning tools such as the Overall Strategy used in Somalia. This therefore constituted the second level of analysis.

The CPFs/NMTPFs and other plans reviewed broadly indicate that FAO's support to countries in specific areas is dependent on demonstrated comparative advantage and core competencies. These involve market information and linkages, rural entrepreneurship and the promotion and marketing of local products. FAO actively supports the effective, efficient use and conservation of natural resources, environmental management as well as improvement of soil and water management and the integration of Climate change dimensions in national development frameworks and programmes. The development and use of plant and animal genetic resources is a key area of FAO support to countries and is indicated as such in the available CPFs/NMTPFs.

An important aspect of FAO's work at country level in the subregion, especially those affected by the crisis, involve improving preparedness for effective response to emergencies through early warning mechanisms, Disaster Risk Management (DRM) and development of safety nets.

Among cross-cutting issues, HIV/AIDS and Gender are mentioned as priority areas in certain NMTPFs/CPFs and plans. However mainstreaming gender into policies is a key priority for FAO at corporate level.

The meeting concluded that challenge that the renewed commitment to the HoA confronts is how to modify the policies, strategies and programmes at the country and subregional levels to effectively deliver results at ground and institutional level. It is clear that for the renewed commitment to the HoA to have the desired impact and ultimately a hunger-free HoA, it must have a long term perspective that accounts for the short and medium terms; lay emphasis on the poor/marginal/vulnerable areas and the communities/households therein; protect livelihoods and build resilience and focus on a subregional rather than individual country approach.

Investment in agriculture and food security in the Subregion

A short presentation on On-going Investment Programming Initiatives in drought resilience in the HoA was made. It covered the following topics:

- 1) FAO support to Investment – advocacy for food security and supportive knowledge;
- 2) Country CAADPs and Investment Plans – Djibouti, Ethiopia, Kenya and Uganda;
- 3) IGAD Regional Compact;
- 4) Sector strategies and policies;
- 5) Capacity development;
- 6) Investment programming;

- 7) Innovation and scaling up;
- 8) Information, knowledge sharing and learning;
- 9) AfDB & World Bank Investment profiles for HoA;
 - AfDB Drought Resilience and Sustainable Livelihoods Programme for the HoA;
 - World Bank Regional Pastoral Livelihood Recovery and Resilience Project.

The strategies recommended include:

- CDD as the main delivery approach;
- Aligning with country/regional national development plans and strategies e.g. CAADP;
- Longer-term efforts and interventions to ensure sustainability;
- Strong coordination mechanisms, e.g. IGAD Platform;
- Investment for peace – promoting investment that enables peace and avoiding investments that increase conflict in the use of and access to natural resources.

Ongoing and pipeline interventions and human resources in the EA subregion

The results of the mapping exercise undertaken to have an overview of the ongoing and pipeline interventions at country and subregional level shows The major thrust of the ongoing programmes' and projects' duration range from six months to three years of implementation period and have a high potential for up-scaling as demonstrated by the increased interest from DPs.

Mapping out the expected results of current national and subregional initiatives against the four thrusts indicates that most of the expected results and related available budget fall within pillar 2 (Policies and Institutions) and 4 (Up-scaling of good practices). However, it is understood that implicit advocacy work has been undertaken by DOs through a constant dialogue and advise to Governments and RECs under programmes and projects which do not indicate advocacy as an explicit outcome.

In parallel, the outcomes of a survey of available human resources in the subregion, undertaken to take stock of the available human resource competencies so as to efficiently align itself in the implementation of the renewed commitment to the HoA and to check available technical expertise in necessary areas and identify gaps that could limit the achievements planned under the renewed commitment to the HoA, shows that the highest number of professional staff (around 40 percent of the total number of those who participated to the survey) staff are in plant production and protection, and agronomy (20 percent) followed by Food Security and Nutrition (13 percent). Livestock Health/Vet and Livestock Production add up to 14 percent and Sustainable Land Management (10 percent). Major gaps in staff specializations in the region, with only one



person each, located at the different countries are:

- 1) Food and Safety
- 2) Policy and Programme Development
- 3) Investment
- 4) Soils specialist

Other areas where human resources gaps have been highlighted include:

- 1) Development Communication
- 2) Gender/HIV
- 3) Socioeconomics
- 4) Statistics

Another gap which was brought to attention is represented by the duration of the assignments, with 97 percent of all contracts due to expire within the next 9-21 months. In this regard, it was recommended FAO to bring about stability in the available human resources, especially with the new renewed commitment in the HoA and with the aim of facilitating knowledge sharing and enhancement.

Good practices to promote food security in the HoA

Since the fourth thrust of the renewed commitment for the HoA concerns good practices to be upscaled to promote food security, in order to have a systematic and coherent overview of successful examples of projects and programmes existing within countries, as well as lessons learned and good practices for potential scaling-up in the region, DOs had been requested to identify good practices on the basis of the criteria listed in the table here below.

Criteria	Definition
Proven impact of the intervention	Provide evidence of impact of the selected intervention, e.g. High yield, capacity skills developed, reduced malnutrition
Potential impact	Provide potential signs of impact for new project/innovations or future expected impact for already proved interventions for scaling-up
Number of beneficiaries	This was meant to show evidence of number of beneficiaries (for example annually for 5 years)
Sustainability score (1=Low; 5=High):	Countries were asked to use their judgment /experience to score the intervention based on the four sustainability criteria below: <ol style="list-style-type: none"> i) Economic: If the intervention has resulted in improved income ii) Social: If the intervention has been accepted by communities where it was implemented iii) Environmental: If the intervention can be scaled-up without harm to the environment e.g. risk of soil erosion, water table-will the intervention require irrigation iv) Feasibility: If the intervention can be scaled-up without project/donor support
Potential scalability:	Give at least three (3) reasons each why the intervention can be scaled-up; (i) within the country, (ii) across countries.

The following four good practices have been indicated by at least three of the FAO Country Offices present in the EA Subregion:

- 1) Seed multiplication: Community based/Fairs/bulking;
- 2) FFS approaches;
- 3) Marketing linkages and value addition;
- 4) Urban and peri-urban horticulture/School farms and gardens.

It was advised to incorporate the identified good practices under the proposed additional projects and interventions to be included in the country and subregional action plans, in order to make the best use of available knowledge and FAO's comparative advantages.

Update on IGAD CAADP Compact

One of the most relevant subregional initiative undertaken by FAO at subregional level is the support provided to the formulation of the IGAD CAADP Compact for the HoA. An update of the formulation process was provided to the meeting in support to the reiterated need to shift from individual country emergency response strategies to coordinated regional long-term interventions. Collaborative actions and areas of common interest were agreed upon through a MoU signed in November 2011, which set the stage for a more concrete collaboration for the development of the CAADP regional investment plan to foster food and nutrition security in the region. Currently, country-level dialogues are ongoing and country reports are being finalized by a team of national and regional consultants, with technical support from SFE, TCI and TCS. The IGAD CAADP Compact is expected to be finalized by mid-2012 and further support will be ensured by FAO to develop the necessary strategies along the CAADP pillars. A validation and signature workshop is foreseen to take place in May-June 2012.

FAO is also supporting the development of the IGAD Regional Disaster resilience and Sustainability Platform, including the identification and promotion of policies that support building resilience in pastoral communities strengthening institutional mechanisms within IGAD, supporting institutions working on pastoral-related issues, and providing support to knowledge management and information sharing to enhance coordination in the region.



MILESTONE 5:

Strategic Action Plans

The last session was articulated around the finalization of the country action plans and the subregional coordination and technical support foreseen. Country Offices were requested to prepare a summarized version of their programmes, which are reported in the following section identifying main priorities and action-oriented activities. A summary matrix against expected results was prepared for each country and for SFE, mapping out ongoing and pipeline activities against the four thrusts of the renewed commitment to the HoA. An overall analysis of country work plans and result Based Matrixes prepared to align the work plans against the four thrusts shows that most of Action Plans should address gaps in pillar 1 (Advocacy) and 3 (Investment), although also up-scalable good practices would require additional resources to ensure effectiveness and outreach. However, under Pillar 3, in order to ensure more effective coordination from SFE side and have a clear picture for planning, the work being undertaken by the Investment Centre in FAO HQs should be fully reflected in the Subregional Result Based Matrix as well as in the Action Plans.

A summary of the country plans is provided in the table below, highlighting key areas of intervention and deliverables. There is great diversity in country situations in the subregion: Kenya, Ethiopia and Uganda have strong developmental drive but the dry lands of these countries are vulnerable and with similar characteristics. Both Kenya and Ethiopia have extensive government led safety net programmes. Somalia and Sudan have a level of conflict and political instability that has a great impact in food security. Burundi, Rwanda and Djibouti are small countries also with a different reality and all this has implications on types of programming.

For the countries where it is relevant a 90-day Plan is also attached. Countries such as Uganda, Burundi, and Rwanda felt it was not applicable in their context.

Urgent activities planned in the region, for which an additional USD 50 million would be required, include distributing crop and vegetable seeds, helping implement small-scale irrigation schemes and running cash-for-work activities to restore vital agricultural infrastructure. Livestock-oriented activities include supporting fodder production and initiating or stepping up vaccination campaigns.

On the basis of the Action Plans, five key topics were further discussed:

- Key messages to HQs to be conveyed to external partners and to internal management structure;
- Staff mobility;
- Coordination;
- Monitoring and regular update;
- Gender issues.

Regarding the key messages addressed to senior management, FAO has widely been recognized as having a major role in ensuring action is immediately taken to address the crisis and enhance shock preparedness and resilience, also in light of the unpredictability of rainfall for next season and of the consequent need to maintain the level of attention with respect to a very fragile and volatile situation which requires continuous support and commitment from major stakeholders to ensure the results achieved so far in terms of food and nutrition security are not compromised by possible imminent climatic negative events.

FAO's commitment in supporting Governments in coordinating food security interventions at all levels was reiterated, together with the willingness to assume the leadership role in coordinating initiatives to be implemented by HoA countries. The meeting resolved that countries are ready to fully align their programmes to achieve the renewed commitment and to improve respective results framework based on the four thrusts to clearly identify existing gaps and to ensure comprehensiveness and alignment. To enhance delivery and effectiveness, resource mobilization and better coordination and communication of the overall renewed commitment as well as planning for results were recognized critical to success. Coordination mechanisms and modalities may need to be reassessed, considering the leading role to be played at subregional level, and include stronger linkages with investment projects which FAO is mainly involved in support to planning should be promoted through a better joint planning with TCI and COs for more effective positioning. Fundraising for the HoA will have to be linked to the results obtained in the field, improving FAO's presence in the field, visibility and communication by strongly showcasing and documenting results and impact already achieved in the subregion. Resource mobilization should focus on interventions that bridge the emergency-development interface following a twin-track approach (short and medium-long term).

Regarding the strategy to be adopted, it was recommended to define a clear time frame for FAO interventions and to articulate the fund raising strategy around a more balanced investment plan, taking into consideration the twin-track approach for short-term interventions and long-term resilience building initiatives in ASALs, while at the same time avoiding a decline in investment in the highlands. A selected number of good practices outlined in the Action Plans will be the basis for forging partnerships in the subregion, as already mentioned above. In order to facilitate cross fertilization on good practices and knowledge sharing, it was proposed to establish functional thematic networks involving experts based in HQs and DOs and to encourage virtual thematic meetings and seminars aiming also at fostering the contribution field work can make to the normative one.

The exchange of expertise is also to be encouraged through HR corporate policies that could facilitate staff mobility among all regions. In this regard, it was proposed to create a roster of experts available to travel with a short notice, covering only their travel expenses, and to facilitate the authorization of national staff for travelling across different countries. Concurrence was expressed on the creation of a Trust Fund Facility to fund technical support to the HoA initiative.

At country level, it was suggested to ensure all efforts are made to reduce fragmentation both internally, i.e. within FAO, and externally, with respect to development partners' and Governments' initiatives. Consistency and coherence can be ensured through a more empowered role played by the FAO Representatives in closely liaising with institutional counterparts for designing and implementing selected key strategic programmes under the overall coordination of SFE. This coordination should also provide support in mainstreaming gender in foreseen interventions, also in light of the increasing relevance FAO is giving through identifying more gender-sensitive technologies to be mainstreamed. In this regard, the need to disseminate gender tools through appropriate extensive training to DOs and a closer interaction with ESW was shared by all participants. At corporate level, the urgency of advocating for closing the gender gap to effectively increase food production has been clearly stated in the flagship publication of the State of Food and Agriculture 2011. At national level, it was underlined the work of Country Offices should include advocacy with national Governments to include gender-equitable programs and initiatives in their national agenda, develop both functional and technical capacities to ensure adequate participation of all (i.e. negotiation skills in decision-making).



CONCLUSIONS:

The way forward

The meeting was positively evaluated by all participants as an opportunity to define concrete action points to articulate the renewed commitment for a hunger-free HoA around a result based management perspective and to reorient and improve FAO's delivery capacity in addressing food insecurity bridging emergency and development interventions.

The high level of all presentations made and the strong interaction among participants in the discussion allowed the identification of the following core action points:

- 1) **Partnerships:** coordination and alignment among the different initiatives targeting food insecurity in the HoA and in the Subregion need to be ensured through partnerships to be forged in the cross-cutting areas related to food and nutrition security identified during the meeting. The areas for partnership should be identified among those which can ensure FAO plays a coordination role and rely on its comparative advantages as a technical body. Strategies should include joint programming since the early planning stages throughout the implementation of the different joint initiatives and foresee a clear co-funding scheme.
- 2) **Human and financial resources:** despite the strong commitment shown by all concerned Offices, it is clear that gaps in human and financial resources are to be addressed in order to ensure the renewed commitment becomes a reality. The facilitation of staff mobility at corporate level should be addressed in the short term to fill gaps at subregional and country level in the HoA. A specific and targeted resource mobilization strategy will be put in place in order to liaise with DPs on a regular basis both at central and at decentralized level.
- 3) **Policies:** The urgency to adopt a perspective that accounts for the short and medium terms and at the same time for the long-term was clearly stated. An overview of main ongoing and pipeline initiatives and of plan of actions shows the technical support provided to Governments and RECs in the subregion is one of the main areas of focus of FAO's technical support. Therefore, the challenge that the renewed commitment to the HoA confronts is how to advocate for policies, strategies and programmes under the CAADP framework at the country and subregional levels to effectively deliver results at ground and institutional level; lay emphasis on the poor, marginal and vulnerable areas and the communities and households therein; protect livelihoods and build resilience and focus on a subregional approach and in selected cases builds on specific country requirements.
- 4) **Knowledge and information exchange:** the meeting provided further evidence that the One FAO approach has concretized. In order to strengthen interaction and foster collaboration between HQs and DOs, virtual meetings will be held monthly with the aim of sharing progress and relevant information and agree on any support needed. Thematic networks to foster knowledge sharing and feed the design and implementation of strategies and initiatives in different technical fields relevant for the HoA will be created on the basis of the human resource mapping already undertaken.
- 5) **Decentralization:** to ensure the decentralization process started in 2004 and FAO functioning as one, efforts are to be focused on ensuring DOs are at all effects an integral part of the Organization. The efforts made in progressively granting the delegation of

authority to COs to respond to emergencies will go in this direction, supporting a better delivery at field level and improving the image of FAO in the countries with respect to Governments and DPs.

The Regional Conference for Africa will make a positive impact on the identification and approval of regional priorities that will be used in the planning and formulation of interventions for the envisaged FAO and government programmes.

Regarding the proposed rationalization based on the income of countries, it was noted this might not serve the purpose of increasing efficiency, considering the inconsistencies in the number of people affected by food insecurity and the level of income and GDP, as the case of some middle-income African countries. To strengthen the operational and technical capacity of DOs, also in view of the formal merging between Emergency and Development, a corporate policy should be put in place to ensure the commitment to staff mobility and rotation is implemented in the short-term. Regarding the consultation process to be further carried out with member Countries, it was recommended to convey the proposal to Governments through the direct involvement of the FAO Country representatives. It is also expected that the agriculture sector ministers will discuss the proposal with other relevant ministers.





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