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para la  
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# FAO Regional Conference for Africa

## TWENTY-SEVENTH SESSION

**Brazzaville, Congo, 23-27 April 2012**

**Programme of Work and Budget in 2012-13 and  
Areas of Priority Action for Africa in 2014-15**

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## I. Introduction

1. The FAO Conference in 2009 approved a set of changes to the Basic Texts, as well as a new results-based Strategic Framework 2010-19 (see Annex 1) and Medium Term Plan 2010-13, which are intended to help focus and prioritize FAO's work. The changes included a renewed and more inclusive intergovernmental process of review and programme priorities and proposals. In particular, the Regional Conferences advise the Council on the special problems of their respective regions and the priority areas of work, which should be taken into account in the preparation and adjustment of the corporate planning, programming and budgetary documents of the Organization. At their meetings in 2010, the Regional Conferences provided advice on regional priorities that cut across FAO's strategic objectives. In the case of Africa, four regional priorities were endorsed in 2010, as summarized in Annex 2.

2. The Council requested that the Regional Conferences provide more structured advice on regional priorities at their sessions in 2012. The report of the Conference Committee for the Follow-up to the Independent External Evaluation of FAO (CoC-IEE) on the Immediate Plan of Action for FAO Renewal, adopted by the Conference in 2011, indicated that, in establishing a coherent set of priorities for future biennia, the Secretariat should identify emerging issues to inform the review and refinement of the MTP for the 2014-17 period, and address across the strategic objectives the coordination of cross-cutting issues to help drive priority setting.

3. The purpose of this document is to present, for review and advice of the Regional Conference for Africa, the main challenges and priorities for FAO's work in the region during 2012-13 and the proposed priorities for the next MTP 2014-17.

4. Section II describes the process launched by the Director-General in January 2012 that will lead to the formulation of a revised Strategic Framework 2010-19 and a new Medium Term Plan (MTP) 2014-17, as well as further adjustments to the Programme of Work and Budget (PWB) 2012-13, as foreseen by the Council. The main trends in the region are also briefly described. Section III sets out the main areas of work for 2012-13 and Section IV proposes an evolution of priorities for 2014-15. These should be considered with and further inform the emerging global trends and future challenges for the future work of Organization, as presented in document ARC/12/INF/13. Section V sets out the guidance sought from the Regional Conference.

## II. Developments and Trends

### A. Developments

5. The Director-General has set out five pillars on which to focus the work of the Organization: to eradicate hunger; to accelerate the shift towards truly sustainable food consumption and production systems; to promote greater fairness in the global management of food; to complete the agreed reform process improving decentralization; and to expand South-South cooperation in FAO.

6. During 2012 FAO is undertaking a process leading to the formulation of a revised Strategic Framework 2010-19 and a new MTP 2014-17. The first part of this process concerns the identification of the major global trends that will drive change, and the main global challenges that Member Nations, the development community and FAO will face in the future. These trends and challenges will contribute to the determination of the priority areas of future work for FAO, and the strategic objectives and action plans that will guide the future programme of work of the Organization to meet our shared Global Goals. The various steps and components of the process are shown in document ARC/12/INF/13.

7. The Director-General has launched a broad and inclusive Strategic Thinking Process to identify the major trends, main challenges and strategic objectives, involving FAO staff, partner organizations, member countries and governing bodies. The first step, undertaken during January-

February 2012, has initially identified seven main challenges based on major global trends and regional specificities, as prepared by FAO staff at headquarters and decentralized offices with input from an external Strategy Experts Panel. These trends and challenges are presented in document ARC/12/INF/13.

## **B. Regional Trends**

8. Faced with an increasingly interdependent and rapidly evolving world, Member Countries in Sub-Saharan Africa (SSA) are challenged to safeguard the food and nutrition security of their diverse and evolving populations. To assure regular access to quality, affordable food for both urban and rural populations, Members need to make concerted efforts to improve the productivity and competitiveness of their agri-food systems<sup>1</sup> in order to reduce and stabilize the real price of food for urban consumers while, at the same time, assuring viable livelihoods that generate sufficient food, income and employment for smallholder producers and rural populations.

9. Agri-food systems in SSA are undergoing a rapid transformation, propelled by several interrelated drivers: a) a growing population that is estimated to increase from its current level of 818 million to between 1.5 and 2 billion by 2050, thereby doubling aggregate demand for food; b) rapid urbanization whereby 60% of the population is predicted to live in urban areas by 2050 (and inversely, a decreasing proportion of the population involved in food production) requiring increasingly larger quantities of food be moved over longer distances to supply growing urban demand; and, c) a growing middle class which stimulates demand for higher quality food products.

10. In addition, in the context of increasingly globalized food systems, agriculture and food value chains in SSA countries are challenged to efficiently and competitively produce, process and market safe, affordable food to a growing number and diversity of urban and rural consumers. Countries are equally challenged to assure that smallholder farmers, herders, foresters and fishers can continue to practice their livelihoods in this dynamic environment, thereby contributing to sustained, broad-based economic growth and improved welfare.

11. The difficulties in meeting this dual urban/rural food security challenge are compounded by a volatile natural and socio-economic environment, which is characterized by more frequent exposure to diverse shocks that threaten the livelihoods along with food and nutrition security of large segments of the population (e.g. the impact of the global economic downturn including loss of remittances, rising food price volatility, trans-boundary diseases, the degradation of natural resources and loss of biodiversity which are compounded by the spectre of climate change). In this situation, countries remain challenged to respond in the short term to acute vulnerabilities and weak resilience without undermining the enabling environment and functional agri-food systems needed to sustainably increase agricultural productivity, augment smallholder incomes and expand employment opportunities, particularly for youth.

12. Many parts of SSA remain embroiled in complex emergency situations which place the personal security, livelihoods and food security of millions of people at risk. The current emergencies in the Horn of Africa and parts of southern Africa and the Sahel along with the persistent food and nutrition insecurity in the DR Congo underscore the challenges that thousands of households continue to face daily to meet their most basic needs.

13. Sub-Saharan Africa is also witness to greater involvement of farmer organizations, the private sector and civil society in the governance of the agriculture and food sectors. This trend underlines the importance of developing effective models of public-private partnerships to secure adequate investment for the agricultural sector as well as to ensure greater equity and inclusiveness for smaller scale actors in dynamic and increasingly competitive agri-food systems

14. The region is equally challenged by the growing competition for and diminishing quality and quantity of natural resources and loss of ecosystem services, with serious implications for the natural

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<sup>1</sup> *Agri-food is used the broadest sense and includes aquatic and wildlife food.*

resource base and bio-diversity needed for current and future agricultural production and rural livelihoods. These resources are placed under increasing stress from the effect of climate change.

15. In this context, effective legislation and tenure mechanisms must be implemented in order to guarantee access to land resources for smallholders and vulnerable groups, whilst protecting land from degradation through the promotion of sustainable management practices. Similarly, forestry resources must be sustainably managed and regulated to protect them from over-exploitation, safeguarding their roles in watershed protection, water storage, filtration and quality control, along with soil conservation. Finally, stressed natural fish stocks, many of which are shared between countries, require increased efforts in governance and sustainable management of fisheries resources.

16. In addition to improving management and governance of these resources, a more conducive regulatory and enabling environment must be developed to facilitate greater investment by local or external investors: in food and bio-fuel production; in under-utilized water resources which could be productively used by a variety of aquaculture systems to increase the supply of aquatic products to markets; and in surface and groundwater resources which have been historically underutilized for irrigation (6% of agricultural lands irrigated). In addition to the need for increased investment in irrigation, the efficiency and productivity of existing irrigation schemes need to be improved whilst optimizing utilization of water resources and input supply to meet the demand from growing urban populations.

17. In each natural resource area, unsustainable exploitation affects their quality and their capacity to regenerate. The situation is compounded by growing demographic pressure and climate change which threaten the productivity, sustainability and reliability of SSA's fragile ecosystems. Limited investment in functional ecosystem management systems and the sluggish movement towards a 'green economy' add to these challenges.

### **C. Major Developments in FAO's field programme in the region**

18. Overall, FAO's field programme delivery for the Africa region has increased by 140 percent since 2006, with the majority of the increase occurring through long-term development (technical cooperation) projects in comparison to emergency projects. In 2010, total delivery of FAO's field programme (both technical cooperation and emergency) in Africa was USD 342.3 million. In 2011, the total field programme delivery increased to USD 363.2 million, representing 39 percent of FAO's delivery of USD 928 million worldwide. Of the 2011 total delivery, USD 147.4 million was for technical cooperation, and USD 215.8 million for emergency activities operated in the region. As of December 2011, the Africa region had a total of 106 ongoing projects, inclusive of emergency and technical cooperation.

19. There are several major developments resulting from FAO's field programmes that will influence future work in the region:

- Supporting the capacity of Member countries to address hunger, food security and malnutrition through FAO's field programme by enabling effective country programming through formulation of Country Programming Frameworks, resource mobilization strategies at the regional and sub-regional levels, programme development and quality assurance processes to ensure FAO's programmes are in line with the Comprehensive Africa Agriculture Development Programme (CAADP);
- Strengthening partnerships with government, civil society and private sector actors, regional organizations, other UN agencies and diverse development partners to achieve tangible results and impact at the beneficiary level;
- Mobilizing additional extra-budgetary funds to address i) the major food and nutrition insecurity situations in the Horn of Africa and the Sahel, as well as ii) Transboundary Animal and Plant Pests and Diseases. In this regard, a proposal for a Multi-Donor Trust Fund addressed to the African oil producing Countries is under preparation.

### III. Regional Priorities for 2012-13

20. The four regional priorities will remain in place for 2012-13. Implementation of the PWB 2012-13 in the region will be influenced by the recent developments and trends, and also take account of four key lessons learned from 2010-11. These include: improved internal coordination within FAO to promote better synergies between RAF, the sub-regional and country offices, and with headquarters, including for the development of improved partnerships with Regional Economic Communities and other stakeholders; proactive engagement with various regional partners to promote public-private partnerships expected to enhance investment in the agricultural sector and facilitate the development of larger scale agro-industry; enhanced mobilization of extra-budgetary resources to improve the impact of FAO's work, with more focus on engaging with the private sector at small, medium and large scale levels; and, improved gender mainstreaming to promote a greater gender balance in our programmes and interventions.

21. The Regional Office for Africa is contributing to FAO's results-based strategic framework in a dual approach. On the programmatic side, the regional priorities contribute, through jointly-planned and focused Organizational Outputs, to the delivery of the corporate Organizational Results. On the operational side, a regional Results-Based Initiative started in early 2011 has influenced our way of doing business, resulted in some significant change and impact on how we deliver results in the Africa Region, by promoting effective joint-planning, multi-disciplinary work, cross-boundaries initiatives, and achieving results at outcome/impact level, giving them a "human face".

22. The main areas of work in the Africa Region for 2012-13 are summarized below, which provides an overview of each of the four Regional Priorities and their contribution to the corporate Organizational Results and Outputs. The budgetary appropriation and estimated extra-budgetary resources by Strategic and Functional Objective, as approved by FAO's Conference and Council in 2011, is shown in Annex 3.

#### ***Priority 1: Increase Agricultural Productivity and Diversification-promoting value-chain approach***

23. In order to increase agricultural productivity and promote sustainable intensification and diversification of crop production in Africa, FAO will increase its support to Member Countries and RECs in the formulation and implementation of policies, strategies and programs as well as investment plans, supporting value chain approach. Organizational Outputs include:

<b><u>Org Result</u></b>	<b><u>Org Outputs</u></b>	<b><u>Title</u></b>
A01	A01A210	Enhanced capacity of member countries to formulate and implement policies, strategies or programs as well as investment plans, including responses to climate change, in order to promote sustainable intensification and diversification of crop production in Africa
B01	B01A202	Countries and RECs' livestock policies, programmes and investment plans to improve and support the productivity of meat, dairy and poultry value chain actors developed and/or implemented
C04	C04A204	Members and other stakeholders have benefited from increased production of fish and fish products from sustainable expansion and intensification of aquaculture
E02	E02A301	African countries' active participation in regional and international dialogues and consultations, and in data and information collection and sharing, to support policy formulation and implementation in forestry and wildlife sectors in the continent, is enhanced
L01	L01A203	Policy advocacy and contribution to investment strategies and policies for increased and more effective public and private investment in agriculture and rural development in Africa

***Priority 2: Promote Sustainable Natural Resources Management-enhancing good governance and implementing mitigation and adaptation measures to climate change***

24. In order to promote sustainable natural resources management FAO will assist Sub-Saharan African countries to develop and implement policies, strategies and programmes that can contribute to good governance, poverty reduction, climate change mitigation and adaptation. FAO will enhance the capacity of sub-Saharan African countries to implement good practices in sustainable natural resources management, including biodiversity and genetic resources conservation and land degradation and desertification control.

Organizational Outputs include:

<b><u>Org Result</u></b>	<b><u>Org Outputs</u></b>	<b><u>Title</u></b>
A04	A04A206	Countries assisted to improve knowledge and use of strategies and policies for enhanced implementation of integrated programmes on conservation and sustainable use of plant genetic resources, including seed systems at the sub-regional level and regional level
B03	B03A202	Countries and RECs' livestock policies, programmes and action plans to conserve and manage rangelands and animal genetic resources for promoting production systems developed and/or implemented
C01	C01A206	Members in the Africa Region and other stakeholders benefit from improved formulation of policies and standards that facilitate the implementation of the Code of Conduct for Responsible Fisheries and Aquaculture [CCRF] and other international instruments as well as improved response to emerging issues
C02	C02A205	African fisheries and aquaculture institutions having increased capacity and improved skills
E02	E02A201	African countries' active participation in sub-regional, regional and international dialogues and consultations to support policy formulation and implementation in forestry and wildlife sectors in the continent, is enhanced.
E04	E04A207	Sub-Saharan African countries are supported to develop and/ or implement sustainable forest management policies, strategies and programmes that can contribute to good forest governance, poverty reduction, climate change mitigation and adaptation
E06	E06A205	The capacity of sub-Saharan African countries to implement good practices in sustainable wildlife management, biodiversity and genetic resources conservation, and land degradation and desertification control is enhanced.
F01	F01A206	Sub Saharan countries and RECs are supported and capacitated through tools, instruments and best practices for sustainable land management and towards increased agriculture productivity.
F02	F02A206	Sub- Saharan countries and RECs are supported and capacitated through tools, instruments and best practices for agriculture water management towards increased productivity in support of CAADP Pillar 1.
F05	F05A204	Sub Saharan countries have tools, knowledge and capacities to adopt, advance, scale up and roll out solutions towards climate-smart agriculture

***Priority 3: Support Market Access and Sanitary Measures for Better Trade- improving food safety and quality, enhancing public-private partnerships***

25. In order to support market access and sanitary measures for better Trade, FAO will strengthen the capacity of Member countries and RECs, providing adequate technical assistance on food safety and quality in order to formulate policies and strategies, promoting public-private partnerships. FAO will strengthen regional trade and market environment, providing support in identifying solutions for concrete actions for improvements, facilitating intra-African trade and regional value-chain developments in the context of increasing volatility in African food markets.

Organizational Outputs include:

<b><u>Org Result</u></b>	<b><u>Org Outputs</u></b>	<b><u>Title</u></b>
A02	A02A201	Enhanced capacity of National Plant Protection Organizations (NPPOs) and regional organizations to survey and assess risks, and develop appropriate contingency plans /responses to plant pests, implement policy to encourage pest reporting and Improve capacity for implementation of international standards, norms and regulatory instruments
A03	A03A207	Enhanced capacity of National and regional institutions to develop strategies and programmes to implement sustainable pest and pesticide management with emphasis on Integrated Pest Management, lifecycle management of pesticides in accordance with the Code of Conduct on Pesticides and the Rotterdam Convention
B02	B02A202	Countries and RECs' livestock policies, programmes, action plans for the prevention and control of priority animal and zoonotic diseases to enhance production, market access and veterinary public health developed and/or implemented
D02	D02A204	Member countries and RECs of the sub-Saharan Africa have been provided with technical assistance on Food Safety and Quality issues to formulate/revise policies and strategies for more effective food control systems
D03	D03A203	Member countries and RECs supported to raise awareness and effectively address food safety and quality issues through public-private partnerships
L01	L01A203	Policy advocacy and contribution to investment strategies and policies for increased and more effective public and private investment in agriculture and rural development in Africa
G01	G01A208	Guidance on a Results Based Management (RBM) approach in value chain development (joint OO with A01) (RAF)
G03	G03A202	Initiatives to support the implementation of the 3ADI (Africa Agribusiness and Agro-Industries Initiative) (RAF)
G04	G04A202	Strengthened regional trade and market environment (RAF)

***Priority 4: Promote Knowledge Management, Information and Advocacy in Africa- improving access and use of information and statistical data***

26. In order to promote knowledge management, information sharing and advocacy FAO will strengthen Member Countries and RECs' capacity to improve their access to scientific and technical information, sharing knowledge and best practices and strengthening partnership helping them to use information to better formulate policies and strategies.

<b><u>Org Result</u></b>	<b><u>Org Outputs</u></b>	<b><u>Title</u></b>
F06	F06A202	Capacity for improved access to scientific and technical information and sharing of knowledge for natural resource management of member countries strengthened
H01	H01A210	Member states, stakeholders, RECs and FAO colleagues have knowledge of and capacity to translate existing policies and programmes into concrete actions to achieve desired outcomes and impact.
	H01A211	Improved CAADP implementation by Member States and RECs through effective advocacy and country programming processes, the identification of best practices of public-private partnerships and effective models for linking investment plans to policy and budgetary processes and innovative forms of cooperation and financing between development actors.
H03	H03A205	Member states and RECs have strengthened to incorporate nutrition during the formulation /revision , implementation and monitoring of policies and programmers including CAADP, NFSP and CPF
	H03A206	Member countries and RECs have strengthened technical and institutional capacity to engage actively in nutrition related programmes and partnerships through global and regional alliances and initiatives
H04	H04A204	Member countries have built effective agriculture statistic systems using FAO recommended statistical standards, guidelines, methodologies, database framework and advocacy tools for the production and dissemination of agricultural statistical data taking into account sector relevant gender concerns
	H04A205	Member countries are sensitized on the importance to build effective agricultural statistic systems and to monitor its sustainability through FAO statutory meeting.
H05	H05A203	Improved regional and national food security policies, strategies and programmes through evidence-based food security information, research/analysis and evaluation, development of analytical tools for food insecurity monitoring, vulnerability assessment and management to inform policy decisions and agricultural development plans in the Africa Region
	H05A205	Strengthened regional and national capacities in producing, managing and using information and knowledge on food security, agriculture and nutrition in SS Africa
K03	K03A204	Member Countries have enhanced capacity to reduce the gender gap in the agriculture sector due to coordinated FAO support hereto
	K03A205	FAO professionals in RAF and SSA SROs have adequate capacity in gender analysis and mainstreaming to support Member Countries in formulating gender sensitive agricultural development policies using relevant sex-disaggregated data
K04		FAO management and staff have demonstrated commitment and capacity to address gender dimensions in their work



### ***The Africa Results Task Force - Pilot Initiative***

27. In order to better focus its interventions *vis-à-vis* the four Regional Priorities, the RAF Africa Results Task Force is implementing an initiative with the aim at achieving higher level of results from our intervention, better focusing our activities for greater impact at field level. Based on a pilot programme initiated in 2011, focus during 2012-13 will be put at outcome level, so as "to see" immediate effects on Member Countries in terms of contributing to the reduction of hunger in the region. The pilot programme, will concentrate on the Regional Priorities relating to improved agricultural productivity, and enhanced market access and trade.

28. Two commodities have been selected for the value chain development according to FAO comparative advantages in specific areas and the level of priority given to value chain approaches, and the high policy profile of selected commodities: cassava for Ghana and DR Congo; and maize for Angola and Uganda. These commodities have been selected as (i) they represent significant crops in the African Food Basket and in the trade balance in the region and (ii) they have considerable unexploited production potential in Africa. Since these countries have relatively large numbers of smallholders versus large-scale agricultural producers, lessons learnt from this pilot phase in 2012-13 will be well suited to be upscaled at sub regional and regional levels in 2014-15.

## **IV. Evolution in priorities in 2014-2015**

29. The priority areas of action for FAO's work in the Africa Region in the next biennium will be shaped by the emerging trends and challenges (see ARC/2012/INF/13). At the same time, all countries in the Africa Region have either prepared, and/or agreed with the Governments, a Country Programme Framework (CPF) or are in the process of doing so with a target completion date of end-2012. These CPFs are aligned with national priorities and integrated with the work programme of other development partners including other UN agencies through the UNDAF, and provide a roadmap for actions at country level.

30. These areas of priority action are drawn from the strategic plan for FAO's work the region during 2010-2015. They are build on and update the themes identified through the comprehensive consultative processes with Member States, Regional Economic Communities (RECs), NEPAD Programme Coordinating Agency (NPCA) as well as the African Union and have been identified using the guidance and recommendations of the 25th ARC and approved by the 26th ARC.

31. In addition, four Sub regional consultations have been undertaken prior the 27th ARC in conjunction with the four Multi-disciplinary Team Meetings of the four African Sub-regions. The main objective of the sub-regional consultation process was, inter alia, to discuss, through a bottom-up approach, the sub-regional priorities with the aim to revise and validate them in full consultation with representatives of Member Countries, Regional Economic Commissions and Civil Society. The exercise was conducted in order to assess if the country priorities were duly reflected in the CPFs completed to date and to make sure that they will be reflected in the ones under preparation, and to reflect common priorities at the Sub regional and Regional levels.

32. For example, it has emerged that the two strategic priority domains of intervention<sup>2</sup> identified in the Central Africa Sub region take into account the needs of the countries related to the linkage between agricultural production and natural resource management. Furthermore, during the consultation held in the Eastern Africa Sub region, it has emerged that the four sub regional priorities<sup>3</sup>

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2 a) Support for a coherent agricultural policy supported by effective investments in order to increase agricultural production in Central Africa. b) Promote sustainable management of the interface between forests and agriculture through a new type of agriculture.

3. a) Support to accelerated production and value added enhancement b) Support to natural resource management; c) Promote public and private sector investment for agriculture and rural development d) Promote Intra-regional strategies for

were very much in line with the priorities presented by the Country Representatives. It has been recognized therefore that the sub-regional priorities were aligned, bottom-up and top-down, with the CPFs, the four Regional Priorities 2012-2013.<sup>4</sup>

33. It is within this process and framework that FAO has refined the Regional Priorities and identified the proposed areas of priority action for the Biennium 2014-2015, with the aim to ensure that, through a bottom-up approach, the critical concerns of the countries are adequately taken into consideration at the global level and, at the same time, that FAO global objectives and regional priorities are aligned, enabling the Organization to effectively respond to the challenges faced at country level.

34. With the aim of more effectively focusing the scope of the strategic plan for FAO's work in the region, whilst performing our interventions in more results-oriented approach and providing an effective response to our Member Countries' emerging needs to enable them to more successfully cope with global and regional challenges, FAO will focus its work in the region on three priorities areas of action to address the fundamental interrelationships between the growth of the agricultural sector and sustainable use of the natural resource base. The continent's economy can only achieve its full potential if efficient agri-food and nutrition sensitive systems are put in place to, not only attain food and nutrition security, but at the same time to drive the socio-economic development of the continent through sustainable exploitation of its natural resources. These priorities are also embedded in the four pillars of the Comprehensive Africa Agriculture Development Programme (CAADP).<sup>5</sup>

35. Cross-cutting approaches and a holistic vision will be needed to address these interrelated challenges through better coordinated, multi-disciplinary action. Strategic implementation arrangements will be adopted to enable a focus on priorities in line with the CAADP framework.

#### **Focused Areas of Priority Action for 2014-15**

36. FAO assistance to the Africa Region will continue to be provided within the CAADP framework with particular emphasis on the prioritization on nutrition-sensitive food and agriculture-based approaches for improving food and nutrition security. Support will be given to regional initiatives on capacity building and training on nutrition. FAO will also work to increase knowledge and adoption of rights-based approaches for better nutrition which focus attention on the complex governance issues affecting the contributions of institutions, policies and legal frameworks to effective policy and programmatic implementation at regional or sub regional level.

#### ***Increased productivity and effective market access in agri-food systems***

37. FAO will focus on increasing agricultural productivity and encouraging diversified production systems, enhancing value addition and food quality, facilitating market access and trade and strengthening public-private cooperation.

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*improved food security and nutrition; Cross-cutting areas: capacity development, policy support and advocacy, information and knowledge management and contribution to global issues.*

*4 Key recommendations came out from the sub regional consultations that can be summarized as follows: a) ensure common planning in identifying priorities together with countries and partners b) need to harmonize priority areas and joint programming together so as to identify areas of comparative advantages for the Sub regions c) Use CAADP as an overall framework for planning purpose and in identifying sub regional priorities d) Priorities setting need to use bottom-up approach (starting from member countries) so as to encourage ownership of the process, leading to FAO's regional and global priorities being defined. e) FAO should continue the formulation of Country Programme Frameworks, and support the elaboration of National Food Security Programmes and National Agricultural Investment programmes of the CAADP/NEPAD.*

*5 The four CAADP Pillars are: Pillar 1: Extending the area under sustainable land management; Pillar 2: Improving rural infrastructure and trade-related capacities for market access; Pillar 3: Increasing food supply and reducing hunger; Pillar 4: Agricultural research, technology dissemination and adoption*

Increased productivity will be promoted through the development of coherent and synergic policies and strategies that embed sustainable intensification and diversification of agricultural production in keeping with 'Save and Grow' principles<sup>6</sup>.

38. Improved market access will be promoted by: integration of small and medium producers in inclusive value chains and access to domestic and regional markets; support to small and medium agro-processing enterprises; and, facilitating intra-regional trade. FAO's capacity building work will centre on enhancing sector Ministries' capacity to work with the private sector and to identify public goods in support of public-private cooperation and increased investment in the agricultural sector. In addition, institutional and legal frameworks for food safety/quality management will need to be strengthened, particularly to improve adherence of food producers to international food safety and quality standards. A related area of work will address food loss reduction and value-addition.

39. In order to better focus on this area of priority action, the Pilot Programme of the "Africa Results Task Force" focused on two commodities (cassava for Ghana and DR Congo; and maize for Angola and Uganda) selected in the previous Biennium, will move to the effective implementation phase, with possible expansion to other countries and addition of new commodities.

### ***Reduction of vulnerability to threats to food and nutrition security***

40. FAO will focus on reducing vulnerability to threats by contributing to better linking agri-food systems to nutrition and on facing emergencies at country level, especially in the Horn of Africa and the Sahel as well as risks of transboundary plant pests and animal diseases. In particular, FAO will:

- support countries in strengthening their disaster risk management systems, improving and maintaining food security monitoring systems, enhancing capacities to improve the level of preparedness, scaling-up and expanding successful best practices, and on resilience programming based on safety nets and restoring productive sectors.
- assist countries to establish and implement a coherent and consistently applied set of policies and programmes that address short-term responses to agro-climatic or price shocks, to consider diverse types of targeted social safety nets to protect chronically vulnerable groups and to establish, over the longer-term, an enabling environment and functional systems which are needed to produce diversified and healthy food, increase smallholder incomes and generate employment, particularly for youth and women.
- provide support to member countries to incorporate food and nutrition security including food safety concerns in emergency and disaster risk management programmes and to strengthen governments' preparedness to respond to food and nutritional crises.

### ***Improved management and governance for sustainable use of natural resources***

41. FAO will promote a sustainable use of natural resources consisting principally of soil, water, land, marine resources, forests and fisheries, as well as plant and animal genetic resources through improved management and governance.

42. FAO will focus on facilitating the governance and enforcement of regulations, standards, codes of conduct in the countries and the region, supporting the implementation of policies and

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<sup>6</sup> a) supporting wide-scale adoption of 'climate-smart' Good Agricultural Practices, particularly Conservation Agriculture; b) facilitating access for smallholder farmers to a wide range of technological options through access to quality seed, alternative sources of soil nutrients, Integrated Production and Pest Management and integrated water management systems; c) strengthening institutional capacity for effective phytosanitary and zoosanitary regulatory systems; d) enhancing the capacity of vulnerable livestock producers to improve livestock development and reduce the impact of animal diseases; and e) supporting the maintenance of a more resilient production base that sustains increased productivity but with significantly lower risks to humans and the environment.

programmes for effective management, good practices and judicious use of natural resources considering climate change adaptation and mitigation, maintenance of biosecurity and bio-safety.

43. FAO will also support the implementation of policies and programmes for effective management and judicious use of natural resources through better practices in forestry and wildlife, irrigation, water harvesting, climate smart-agriculture, fisheries, aquaculture, conservation of biodiversity and ecosystem services for the benefit of present and future generations.

44. Sustainable agricultural production and productivity growth is also highly dependent on the existence of a broad pool of animal [including fish] and plant genetic resources for the maintenance of biodiversity and the adaptability of the agricultural sector to changing climatic conditions and ecosystem variation and variability.

45. FAO will promote the expanded utilization of the rich plant and animal genetic pool for sustainable production whilst actively safeguarding against the loss of diversity that could reduce resilience and increase vulnerability.

### **Cross-cutting approaches**

46. The implementation of the above areas of priority action will be guided by cross-cutting approaches on policy work, information and knowledge sharing, capacity and institutional development and gender.

47. **Policy:** FAO's cross-cutting policy work will focus on improving the knowledge and capacity of Member States, RECs, and diverse stakeholders to translate policies and programmes into concrete actions. In particular, FAO will collaborate with member countries, RECs, NPCA and other partners to develop effective models for linking CAADP Compacts and investment plans to catalytic policy and budget processes with the accompanying innovative financing mechanisms to be translated into concrete interventions that produce sustainable and tangible outcomes.

48. **Information and knowledge sharing:** FAO's normative analyses of emerging issues and global trends, together with applied field-based analysis as well as effective agricultural and food statistical systems aim to improve policy and programme planning, monitoring, evaluating and decision-making; whether for investment prioritization, building effective agricultural and food statistical systems, monitoring food insecurity, assessing vulnerabilities to diverse shocks or conducting impact evaluations. The increased emphasis on policy implementation points to the need for systematic cross-country learning to identify best practices across the continent.

49. **Capacity and Institutional development:** FAO's mandate underpinning the programme of work addresses the specific needs of member countries and (sub) regions across the three interlinked individual, organizational, and enabling environment dimensions. Focus will be on working more systematically across the three dimensions to help facilitate nationally-led processes and strengthening of existing capacities in the member countries. Increased emphasis will also be placed on facilitating the development of national capacity for policy analysis and implementation.

50. **Gender:** Disparity on land access and in other areas is one of the major causes for social and gender inequalities in rural areas that jeopardizes, as a consequence, rural food security as well as the wellbeing of individuals and families. FAO will demonstrate its commitment to prioritizing the promotion of gender equality both internally, within the organization, and externally, through FAO supported programs, in the development of the FAO cy on Gender Equality. FAO will support member countries, through capacity building and technical assistance, to formulate gender-sensitive agricultural and rural development policies and appropriate strategies in order to reduce the gender gap in the agriculture sector and improve gender participation along the value chain.

### Strategic Implementation Processes

51. In each area of priority action above, implementation will be guided by the following strategic processes:

- a) A twin-track strategic orientation : FAO's strategy will continue to be based on a twin-track orientation to meet the immediate needs of vulnerable populations while building long-term resilience and reducing vulnerability through concerted effort to address the underlying structural factors that lead to enhanced food and nutrition security and contribute to broad-based, agricultural-led economic growth.
- b) Partnership: Strong partnership with government, civil society and private sector actors, regional organizations, other UN Agencies and diverse development partners will be relied upon to achieve tangible results and impact at the beneficiary level. FAO must systematically and constructively map the partnership landscape, establish effective, innovative mechanisms for partnering at global, regional, national and sub-national levels with the large and increasingly diverse number of actors engaged in the agriculture and food sectors in SSA. New forms of partnership will consider the rapid and dynamic transformation of the agriculture and food sectors in the region and the opportunities for new forms of cooperation with public, private and civil society actors that lead to increased investment and results.
- c) Improved coordination and delivery: FAO as One will endeavor for joint, results-based planning and execution of well coordinated and integrated activities to achieve outcomes and results.
- d) Linkage with country priorities: The priority areas of action for FAO's work in the Africa Region in the next biennium will be shaped by the emerging trends and challenges. At the same time, all countries in the Africa Region have either prepared, and/or agreed with the Governments, a Country Programme Framework (CPF) or are in the process of doing so, with a target completion date of a draft version by end-2012. These CPFs are aligned with national priorities and integrated with the work programme of other UN Agencies through the UNDAF, providing a roadmap for actions at country level.

52. The emerging future areas of emphasis within each of the regional priority areas are shown in Table 1, based on CPFs completed to date.

53. The alignment with the three Areas of priority Actions and the CPFs completed to date is shown in the table below:

**Table 1**

<b>Emerging from Country Programming Frameworks</b>	
<b>Areas of Priority Action</b>	<b>Examples of expected CPF outcomes;</b>
1. Increased productivity and effective market access in agri-food systems	<p>Enhanced capacities through support to Smallholder Commercialization Programme (SCP) to improve productivity and processing in agriculture and fisheries (Sierra Leone);</p> <p>Promotion of Rural Entrepreneurship through the promotion and commercialization of local products and fisheries (Burundi);</p> <p>Farmers' capacity and competitiveness enhanced through capacity development models for agri-business; (Uganda)</p>
2. Reduction of vulnerability to threats to food and nutrition security	<p>Household food security and nutrition enhanced through improved utilization; (Zambia);</p> <p>Diversified food production and dietary diversification promoted, especially among vulnerable groups, through capacity development and technology transfer; (Malawi);</p>

Strengthening the nutrition security of children, adolescents and adults (risk reduction) by the appropriate use of local foods; (Benin)	
<b>Emerging from Country Programming Frameworks</b>	
<b>Areas of Priority Action</b>	<b>Examples of expected CPF outcomes;</b>
3. Improved management and governance for sustainable use of natural resources	<p>Improved enabling environment and strengthened capacity for effective management of natural resources (Sierra Leone);</p> <p>Contribution to the development, use and protection of natural resources and environment (water, fisheries, genetic resources) (Burundi);</p> <p>Partnerships and capacities of government, civil society and private sector to sustainably manage and utilize natural resources strengthened; (Uganda)</p>

## V. Guidance Sought

54. The Regional Conferences play a critical role in shaping the main challenges for the future and providing input for formulation of the new strategic objectives, through guidance on the regional priorities for the work of the Organization. They also provide advice on the current programme of work and the strategy for implementation in the region, including the allocation of human and financial resources within the region necessary to address the agreed priorities and better deliver the expected results.

55. In order to have the greatest impact on shaping FAO's priorities for the present and future biennia, the Regional Conference is requested to:

- a) Validate the Regional Priorities for 2012-2013 and the proposed areas of emphasis in the biennium.
- b) Advise on the extent to which the main challenges identified for FAO's work are consistent with the conditions in the region, in the context of FAO's vision and goals and the global trends; and
- c) Suggest regional specificities that should be incorporated in each of the identified challenges and which should be taken into account when formulating FAO's strategic objectives, including the proposed regional priorities for 2014-15.

## **Annex 1: FAO Strategic Framework**

### **FAO's Vision**

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

### **The three Global Goals of Members:**

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

### **Strategic Objectives**

- a) Sustainable intensification of crop production
- b) Increased sustainable livestock production
- c) Sustainable management and use of fisheries and aquaculture resources
- d) Improved quality and safety of foods at all stages of the food chain
- e) Sustainable management of forests and trees
- f) Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture
- g) Enabling market environment to improve livelihoods and rural development
- h) Improved food security and better nutrition
- i) Improved preparedness for, and effective response to, food and agricultural threats and emergencies
- k) Gender equality in access to resources, goods and services and in decision-making in rural areas
- l) Increased and more effective public and private investment in agriculture and rural development

### **Functional Objectives**

- x) Effective collaboration with Member States and stakeholders
- y) Efficient and effective administration

### **Core Functions**

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

## **Annex 2. FAO Regional Strategic Framework for Africa 2010-2015**

1. FAO's work in the Africa Region is guided by a strategic plan that was prepared by RAF and progressively updated through internal sub regional consultations, comprehensive consultative processes with Member States, Regional Economic Communities (RECs), NEPAD Programme Coordinating Agency (NPCA) as well as the African Union and have been shaped using the guidance and recommendations of the 25th and the 26th ARC. Four Regional Priorities were approved by the 26th ARC: (i) increase agricultural productivity and diversification, (ii) promote sustainable natural resource management (iii) support market access and sanitary measures for better trade, (iv) improve knowledge management, information and advocacy in Africa.

### **Priority 1: Increase Agricultural Productivity and Diversification**

2. FAO will strengthen the capacity of governments and other stakeholders to formulate and implement coherent policies and programmes that address the root causes of hunger and food and nutrition insecurity. This objective will be achieved by engaging public and private sector to develop policies and strategies on sustainable agricultural intensification and diversification, and to establish knowledge exchange networks. Sustainable agricultural productivity growth will be achieved through efficient input use and integrated ecosystem approaches that use a wide range of quality genetic materials, appropriate soil and water management methods and integrated production and protection. Improved capacity development will draw on local knowledge and foster adaptive research and participatory training that encourages farmers' creativity in problem solving.

### **Priority 2: Promote Sustainable Natural Resources Management**

3. FAO will strengthen policies and programmes at national, regional and international levels to promote the preservation of biological diversity for sustainable food and agriculture production and to address emerging environmental challenges such as climate change and bio-energy. FAO will improve capacities of Member Nations to implement the Code of Conduct for Responsible Fisheries (CCRF) and to strengthen governance and management in the forestry, wildlife and the livestock sectors. Efforts will be made to improve the water productivity of agri-food systems, to address water scarcity and land degradation and to adopt conservation agriculture. FAO will support countries in their implementation of the Global Plan of Action for Animal Genetic Resources.

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

4. FAO will aim to improve producer competitiveness by enhancing market diversification and added value opportunities through the development of appropriate analysis, policies and services. FAO will seek to enhance the competitiveness of agribusiness and agro industries and to increase awareness and capacity to analyze international market opportunities. FAO will also support the integration of rural employment creation and income diversification into agricultural and rural development policies, programmes and partnerships. FAO will assist countries to redress the historic neglect of animal-health systems and promote the involvement of producers and value chains stakeholders in the development of zoonosanitary and food-safety programmes, which adhere to internationally recommended good practices. Moreover, FAO will facilitate the development of institutional, policy and legal frameworks for food safety/quality management that support an integrated food chain approach and advocate for improved adherence of food producers to international recommendations on good practices in food safety and quality.

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



5. This priority centers on the provision of policy advice to Member Countries to strengthen national research and analysis, information sharing and its use in decision-making. FAO will consolidate partnerships with regional and international agricultural research institutions in the formulation of strategies to improve access to information and will actively promote lessons learned and best practices in gender and nutrition sensitive approaches. Knowledge management and national agriculture statistical systems will be used to support programme implementation.

6. Due to the increasing importance of linking nutrition to food security and agriculture in the context of recent crises in the Horn of Africa and Sahel, a fifth priority is going to be added within the RAF Strategic Framework document as follows: **(v) improve food and nutrition security and increase access to safe food**. This priority will aim at: support nutrition and food safety programming, and mainstreaming of the Right to Food in policies, at regional, sub-regional and country levels; support integrated nutrition information systems; promote inter-agency collaboration and development of partnerships for nutrition and food safety; foster capacity of FAO in nutrition and food safety programming.

**Annex 3: PWB 2012-13 Budget by Strategic and Functional Objective and by Region**

SO/FO	Headquarters/ Global		Africa		Asia and Pacific		Europe and Central Asia		Latin America and the Caribbean		Near East		Total		
	Net Approp	Extra- budgetar y	Net Approp	Extra- budgetar y	Net Approp	Extra- budget ary	Net Approp	Extra- budget ary	Net Approp	Extra- budgetar y	Net Approp	Extra- budget ary	Net Approp	Extra- budgetary	Total
A	37,927	221,405	7,271	19,040	3,982	16,007	1,169	1,135	3,974	4,617	4,428	300	58,751	262,504	321,255
B	20,366	119,406	6,288	1,591	3,827	8,687	1,115	397	3,776	1,003	2,326	130	37,700	131,214	168,914
C	43,112	53,647	12,704	3,883	3,187	18,445	1,167	1,340	3,592	7,016	2,691	1,750	66,453	86,092	152,545
D	19,790	8,495	5,607	4,915	1,941	3,751	517	0	2,527	46	657	369	31,039	17,576	48,615
E	28,835	34,887	7,579	4,996	4,738	7,302	2,110	48	4,950	8,961	2,112	1,060	50,325	57,254	107,579
F	42,925	60,021	8,709	20,013	5,771	15,547	2,004	1,121	6,139	13,233	3,157	2,068	68,705	112,004	180,709
G	30,171	2,224	4,871	19,823	4,439	3,357	1,137	838	3,171	8,014	1,381	456	45,169	34,712	79,881
H	51,010	39,225	15,987	29,293	4,296	19,348	1,692	280	8,846	26,240	6,161	1,661	87,992	116,047	204,039
I	7,671	393,609	199	1,878	260	3,697	-	0	94	1,809	-	681	8,224	401,675	409,899
K	8,914	2,264	5,898	5,250	1,921	652	871	52	610	1,613	372	141	18,586	9,972	28,558
L	34,006	74,965	3,288	3,960	592	706	424	676	836	1,089	315	501	39,461	81,896	121,357
X	179,375	26,040	8,507	768	11,464	1,508	7,185	1,371	5,464	600	7,134	3,399	219,129	33,687	252,816
Y	67,694	42,510	7,551	613	6,880	-	13,806	2,508	7,521	1,396	2,779	101	106,231	47,128	153,359
TCP	21,389	-	37,560	-	22,708	-	9,645	-	16,988	-	7,738	-	116,027	-	116,027
Contingency	600	-	-	-	-	-	-	-	-	-	-	-	600	-	600

SO/FO	Headquarters/ Global		Africa		Asia and Pacific		Europe and Central Asia		Latin America and the Caribbean		Near East		Total		
	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Net Approp	Extra-budgetary	Total
Capital Expenditure	26,439	-	-	-	-	-	-	-	-	-	-	-	26,439	-	26,439
Security	24,809	1,139	-	-	-	-	-	-	-	-	-	-	24,809	1,139	25,948
<b>Total</b>	<b>645,035</b>	<b>1,079,835</b>	<b>132,018</b>	<b>116,024</b>	<b>76,003</b>	<b>99,019</b>	<b>42,843</b>	<b>9,766</b>	<b>68,488</b>	<b>75,636</b>	<b>41,250</b>	<b>12,618</b>	<b>1,005,639</b>	<b>1,392,898</b>	<b>2,398,537</b>

CL143/3 Annex IV for net appropriation including cost increases and distribution of efficiency gains and savings; C2011/3 Annex VII for extra-budgetary resource