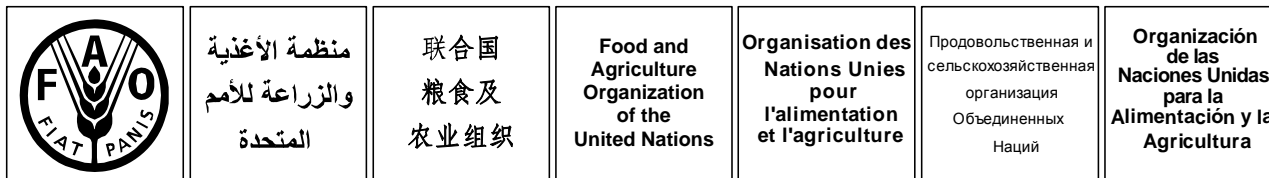


January 2014



FAO Regional Conference for Africa

TWENTY-EIGHTH SESSION
Tunis, Tunisia, 24-28 March 2014
Priorities for FAO activities in Africa
Annex 4: Results Based Report for Africa (2012-2013)

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1. Background

The 27th FAO Regional Conference for Africa (Brazzaville, Congo, 23-27 April 2012) identified four regional priorities for 2012-2013 biennium (**Annex 3 of ARC/14/1**). The RAF Monitoring and Evaluation (M&E) unit, together with the network of M&E officers in FAO Country and sub-regional offices, spearheaded the elaboration of the regional priorities into a set of measurable outputs and outcomes that are the basis for this report.

1.1. Methodology

A structured assessment of results achieved in the 2012-2013 biennium was conducted in September 2013 according to the regional results framework. Project M&E documents, policy documents, and FAO/government annual reports formed the basis for desktop reviews. A total of 911 respondents from various institutions, selected by virtue of having benefitted from FAO's activities, interfaced with FAO's work especially in policy development, or involved in its execution, were involved in interviews and focus group discussions (**Table A.1**)¹. Majority of respondents were farmers/farmer groups (51%) and FAO field officers (28%), while the rest were affiliated to national [agriculture] ministries and parastatal institutions (13%), NGOS/CSOs (7%) and the academia/research institutions (1%). A standard results-reporting template was used to guide country reporting on results across the region.

Due to various constraints including limited timeframe, low staffing in M&E, and limited financial resources, the report focuses on results in 24 of the 47 countries viz. Burkina Faso, Burundi, Cameroon, Cape Verde, Chad, Republic of Congo, DRC, Ethiopia, Gabon, Kenya, Lesotho, Liberia, Madagascar, Mali, Mozambique, Nigeria, Sao Tome and Principe, Sierra Leone, Somalia, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe, with insights from other countries obtained through sub-regional offices and resilience hubs. The exercise is viewed as a learning opportunity; subsequent assessments will seek to improve both quality and scope. Strengthening M&E capacities both at regional, sub-regional and country levels however remains prerequisite.

2. Trends at the outcome level

2.1. Crop and livestock production

Crop and livestock production have steadily increased in Africa over the past years. The rate of increase of crop production was higher in Central and Eastern Africa, slower in southern Africa and rather erratic in western Africa (**Figure 1a**). Indications from some countries are that this trend has been sustained in 2013 e.g. Lesotho has experienced 41.5% and 47.7% increases in Maize and Wheat production; Kenya registered production increases of 53.6% in wheat and 25% in millet production above normal production levels (following production declines in 2011 due to erratic weather).

¹ See Tables A.1 to A.9 on page 23 onwards

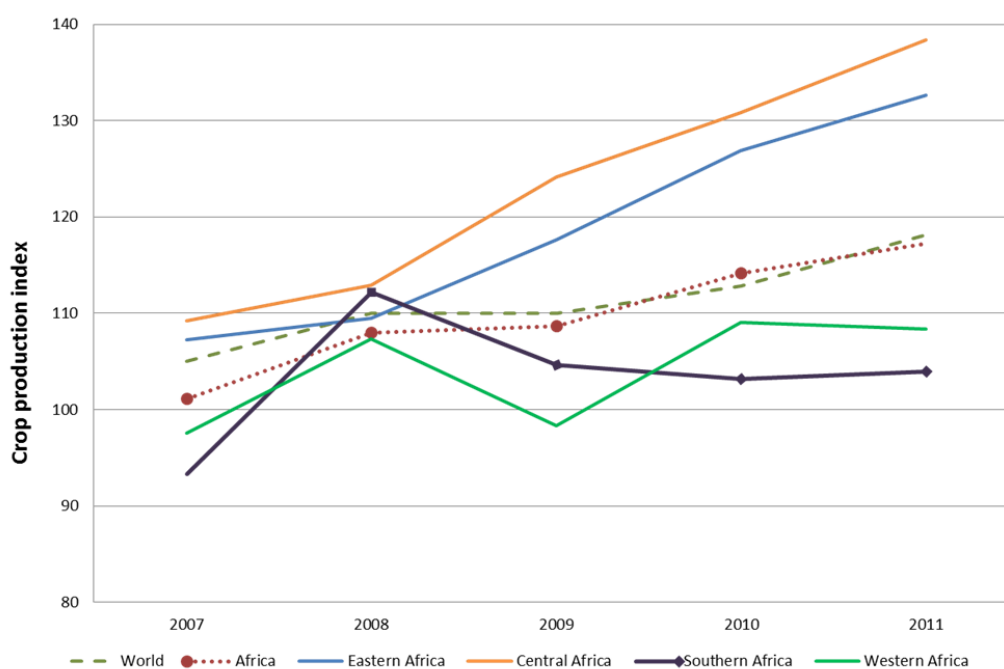


Figure 1a: Trends in crop production; production index in base period (2004-2006) is 100 (Source: FAOSTAT).

Conversely, Southern and Western Africa livestock production has grown at rates higher than other regions (**Figure 1b**). Nonetheless, Eastern and Central Africa have in the past 3 years picked up to levels higher than the Africa average.

Concerted efforts by various actors including governments and development partners in the agriculture sector explain these positive trends. In Nigeria, for example, the REFILs (Research Extension Farmer Input linkage) has contributed to reduction of post-harvest losses of major crops by up to 20% in 2012 through capacity development of farmers, agro-processors and dealers in post-harvest management promoted by the National program for food security (NPFS) supported by FAO.

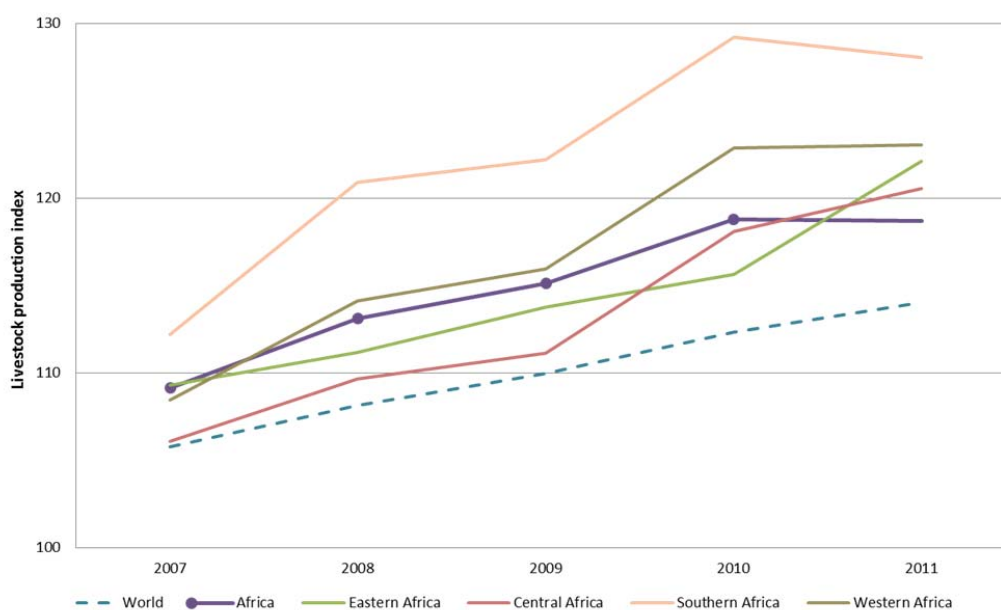


Figure 1b: Trends in Livestock production; production index in base period (2004-2006) is 100 (Source: FAOSTAT).

Other relevant FAO initiatives in other countries include:

- The Initiatives on Soaring Food Prices (Cameroon, Central African Republic, DRC, Chad and Sao Tome and Principe) during the period 2008 – 2010,
- National and sub-regional cassava projects - large-scale multiplication and distribution of disease resistant and high-yielding varieties (mainly in DRC, Gabon, Congo, Chad, and Central African Republic). These projects placed a lot of emphasis on improved agronomic practices and farmer training through the Farmer Field School approach,
- Various Emergency and rehabilitation programmes in Sahel and Horn of Africa, DRC, Central African Republic and Chad, etc.
- Conservation Agriculture in Southern Africa (see section 4, pg. 18) has made significant contribution on small holder production increases.

Nonetheless, weather and other shocks are threatening the positive trends gained in some countries e.g. Burkina Faso, Chad, The Gambia, Mali, Mauritania, Niger and Zimbabwe have an exceptional shortfall in aggregate food production and supply resulting from crop failure and excessive postharvest losses, natural disasters, interruption of imports and disruption of distribution. Maize production in Zimbabwe has declined by up to 37%, while locust invasion Madagascar also saw a 21% reduction in rice produced. Evidently, more needs to be done in strengthening resilience to shocks particularly among small holder farmers. Whereas available data suggests low public agricultural expenditure in most countries, increased public sector investment is inevitable for sustained agricultural development.

2.2. Sustainable Use and Management of Natural Resources

FAO's Forest Resources Assessment (FRA) report (2010), and its State of the World Forest report (2011) indicate a reduction in forest loss from about 4 million hectares per year (1990 – 2000) to 3.4 million hectares per year (2000 – 2010). Much of this reduction is attributed to reduced deforestation in Northern Africa, better data from the Sudan and increased reforestation

in South Africa. The drivers of deforestation in Africa remain, principally: conversion of forest land to agriculture and settlements; forest fires; illegal cutting; and climate change, limiting forest growth and reforestation in the dry lands of the continent. Overall, progress towards sustainable forest management in Africa has improved with an increase in the area of forest with a management plan as well as those designated for the conservation of biological diversity.

Land degradation and desertification continue to pose a threat to the sustainability of the productivity of the land-based natural resources. Reduced flows in rivers and lakes in many parts of Africa continue to limit the potentials for both tidal and pump irrigation, with sustained threat to the production of food crops and animals and food and nutrition security in the continent. Attention is being paid to transboundary management of water as witnessed by many protocols concluded between countries in the continent. There is need for further strengthening of these protocols and developing new ones where they do not exist. At the national levels, climate smart agricultural practices, where land and water management is at the center, are increasingly being promoted.

2.3. Market Access and Trade

The annual growth in agricultural value added has steadily increased in most countries in the region over the past decade, even more in COMESA and ECOWAS countries (**Figure 2, pg. 5**)². This is clear manifestation of the drive in countries to increase agricultural value addition as a means to increase rural incomes, and as an avenue for youth employment. Development partners (including FAO) and national governments have sought to promote the concept of farming as a business, in order to re-orient subsistence to commercial agriculture (**See section 4, pg. 19**). On the other hand, a declining (or at least constant) trend is observed for agricultural value added (% GDP) over the past decade particularly among ECCAS countries. Nonetheless, this proportion remains high, averaging close to 20% for sub-Saharan Africa, between 30-35% for ECOWAS countries and lowest among SADC countries. This suggests that, despite growing interest in other sectors such as oil and gas, economic growth in these countries remains dependent on growth of the agriculture sector.

² Source: African Development Bank, Socioeconomic database (2013)

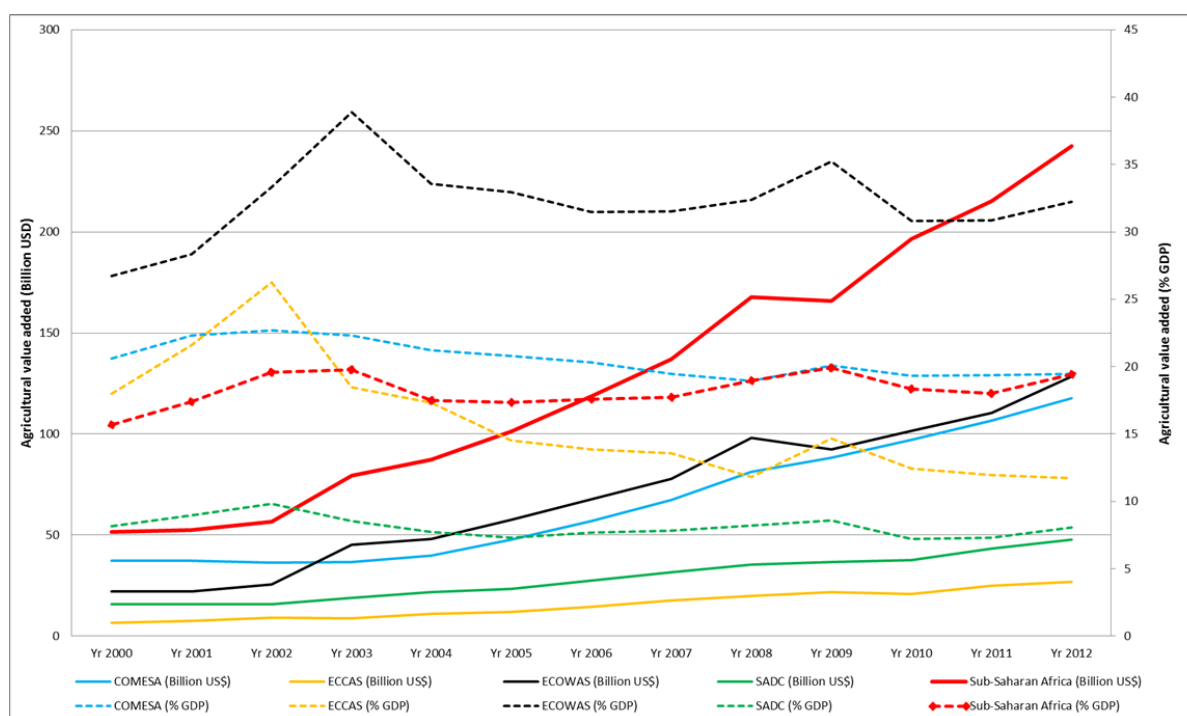


Figure 2: Agricultural value added (Billion USD and per cent GDP). Source: ADB Socioeconomic database, 2013.

2.4. Knowledge Management Information and Advocacy in Africa

Public agricultural expenditure on research and development remains low in most countries despite its strong correlation with agricultural output growth rate. According to IFPRI's Regional Strategic Analysis and Knowledge Support System (ReSAKSS), most countries still spend far less than the NEPAD target of 1 percent of agricultural GDP on research and development (R&D). Analyses have also shown that countries in the West Africa region have the lowest allocation to agricultural R&D, while those in the northern and southern Africa regions have the highest shares. Despite this being an inherent constraint to evidence based decision making for agriculture and food security, efforts in promoting use of evidence have not related among governments and development partners. More efforts are required to support farmers with technologies that are appropriate and profitable for their local production and market environments through adequate extension services and timely decision making.

3. Achievements in 2012-13

3.1. Improved policies and strategies in the agriculture, natural resources and agribusiness sectors

Priority 1 | Output 1.1: Improved strategies and policies in the crops, livestock, fisheries sectors

Priority 2 | Output 2.1: Improved strategies, policies and legislation in natural resource management (NRM)

Priority 3 | Output 3.1: Improved policies and strategies for agricultural trade, sanitary measures, market access and agribusiness development

In 2012/13, over 120 policies, strategies and legislations³ (*herein after referred to as “policies”*) have been supported in the 24 countries with the view to improve the policy landscape. Typically, FAO provided support through the contributions of technical staff, provision of consultants, as member or chair of taskforces, funding/resource mobilization, or a combination of these. Agricultural production-related policies were the majority of those supported (**Table A.2**)¹. There are increasingly more policies that are cross-cutting in nature, addressing issues related to food production, value chains, infrastructural development and others. Up to 60% of the policies supported by FAO in these countries had explicit provisions for gender, youth and/or vulnerable groups, providing for inclusion in decision making, targeted interventions, or at least explicitly recognizing their contribution to agricultural transformation.

Although highly iterative, non-linear in nature, and boundless in time, 5 key milestones (levels of progress) typify policy development processes at country level. The ultimate result of the policy development process is adoption or endorsement by national governments, which marks the beginning of the implementation phase⁴. The level of progress in FAO supported policies over the last biennium is judged against these milestones. About 10% of all supported policies were initiated this biennium, often symbolizing the climax of intensive advocacy and discussions intended to elevate a given issue onto the policy agenda. Also, close to 25% of the policies FAO supported in the last biennium were brought to a conclusion through adoption by national governments⁵. Proportionately more policies related to market access and trades were adopted although, in absolute terms, the majority were related to increasing production and productivity (**Table A.3**). Some of the completed policies in the biennium are shown in **Table A.4**.

A total of 192 respondents were interviewed on the relevance of policies (being) developed, and on the role and significance FAO support in these processes (**Table A.1**). Up to 91% thought the policies were highly relevant for reasons that they were responsive to country level challenges and/or that they were aligned to government priorities (**Figure 3**). Stakeholders appreciated FAO’s global perspective during the formulation processes (31%) and the fact that FAO filled

³ Distinction should be made between the analysis of the impact of food and agricultural policies as done by MAFAP (Monitoring African Food and Agricultural Policies) and the assessment of FAO’s contribution to policy development prior to adoption/implementation which is the objective of this section.

⁴ FAO usually provides support at the request of member nations, facilitating evidence based formulation and overall technical quality.

⁵ Policy development processes often involve various partners each working towards the same objective. In that sense, it would be inaccurate to attribute these results only to FAO.

gaps especially in technical capacity and funding that facilitated these processes (25%). Furthermore, some 14% of stakeholders appreciated FAO's knowledge of local contexts that helped in alignment of policy priorities to grassroots challenges. This view was especially prominent in Somalia where FAO has had a huge Emergency programme, before and during the Humanitarian crisis, making it one of very few agencies operating in the country that have the required experience and expertise for the development and adaptation of policies particularly relating to Agriculture and Livelihoods enhancement.

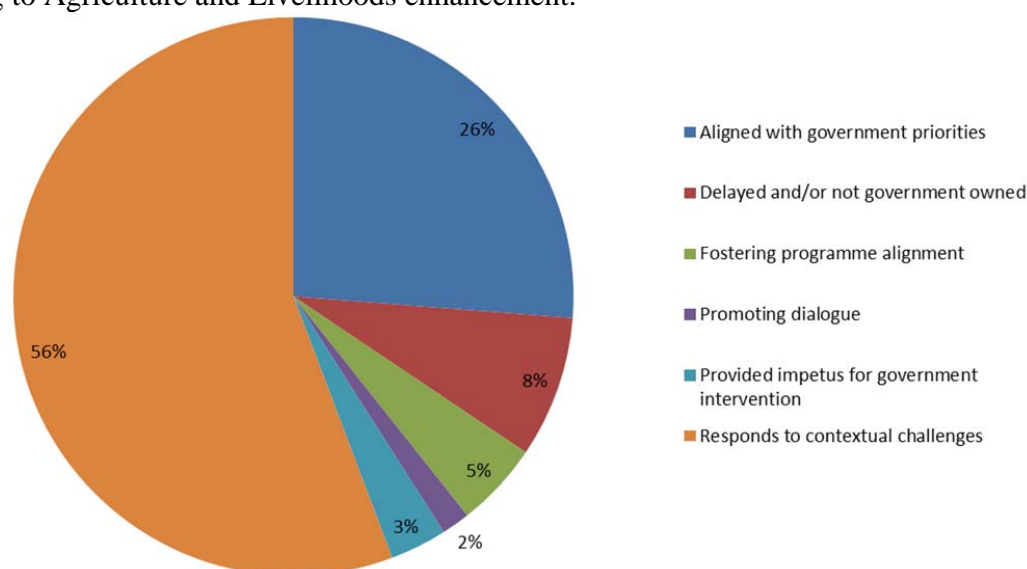


Figure 3: Stakeholder perception on the relevance of FAO supported policies at country level

Respondents also noted some changes accruing from the formulation processes, including the facilitation of internal reflection of country needs, and enabling sound policy analysis within partner institutions, particularly the ministries of agriculture. Improved stakeholder participation, coordination and targeting of programmes were cited in some countries e.g. Burundi, Chad, Swaziland, Zimbabwe and Nigeria. In Kenya, the development of the forestry act was seen as the reason for the gazzettment of 22 forests as reserves.

However, some respondents felt that there was no clear ownership of the policies by government and, in other cases; FAO's intervention was thought to have delayed with the policies seen as long overdue. In Mozambique, for example, a respondent thought that FAO did not respond timely to the need to harmonize the national seed policy with that of the Regional Economic community (SADC).

Existence of multi-stakeholder coordination mechanisms for Disaster Risk Reduction and Management

During the biennium, FAO has provided support to enable national governments and stakeholders improve programming for resilience. Most efforts have been through [co-] leadership of the national DRR/M task forces, conducting capacity building for various partners involved in the DRR/M process, and providing technical and financial support to national level

processes. In Sierra Leone, for example, FAO has been providing human, technical, and financial resources required by government institutions and other stakeholders to make the early warning system more functional. In Madagascar, FAO and WFP co-chair the only existing platform for partners to share information, join the means in an emergency and think together to counter the threats of hazards thus fostering stakeholder participation and partnerships.

In 20 of the 24 focus countries, an assessment of the current status of disaster risk reduction and management frameworks was undertaken against 13 criteria relating to early warning and information management systems, institutional frameworks, and preparedness capacity for effective response management (**Table A.5**)¹. Institutional frameworks are fairly existent in most countries, assuring multi-stakeholder and cross-sectoral coordination on DRR platforms. Preparedness capacity has improved, but critical elements such as staff capacity need to be improved. Early warning and information management systems remain weak; with exception of the Republic of Congo, Kenya, Nigeria and Zambia, countries lacked national early warning systems, adequate human resources and technical capacity, sufficient coverage of various agricultural risks, or all of these features.

Box 1: FAO support to policy development at country level – Lesotho

Background and rationale for the policy

In 2012, Lesotho highlighted the desire to join the IPPC during a meeting of the SADC plant protection committee (made up of representatives of national plant protection organizations, NPPOs). By implication, Lesotho needed to put in place a national plant protection policy, act, and the NPPO as recommended by the IPPC. Lesotho made a request to FAO for a TCP for development of a phytosanitary regulatory framework through which the national plant protection policy and act would be developed, the NPPO established, and a pest risk analysis team set up.

Support provided by FAO

- FAO provided technical backstopping support during the inception workshop and the validation workshop for the policy
- Capacity building was provided for staff to help in formulation of the policy
- FAO provided a consultant to the Lesotho government who helped in formulation of the policy
- FAO also conducted an intensive advocacy campaign within SADC in relation to importance of ratifying the IPPC

Achievements

Within 1.5 years from the initiation of the policy process, Lesotho has ratified the IPPC and is thus a contracting party to the IPPC. The Lesotho National plant protection organization has also been established. Formulation of the national plant protection policy has been completed and submitted to cabinet for approval

Lessons learnt

- Close collaboration among various FAO units (HQ, Regional and country office levels) is essential
- South-south cooperation: Utilization of the services of an expert from another southern country (Zambia) increased acceptability of the support provided and expedited the process
- Exchange visits conducted for staff between Lesotho and Zambia helped improve understanding of the process among responsible staff
- Leadership/ownership of the process at country level is vital for success

Section summary

IFPRI's global food policy report (2012) notes that a number of countries have made important and promising changes in food-related policies along with commitments to fight poverty and hunger. Notwithstanding, the food and agricultural policy landscape in Africa still grapples with challenges such as the absence of key sector policies, incoherence, non-inclusiveness and, above all, poor or no implementation mechanisms for existing policies. In 2012/13, FAO has supported the development of over 120 different policies with the view to improve the enabling environment for eradication of hunger, and facilitate the pathway out of poverty for the rural poor. About 25% of the policies FAO supported in the last biennium were brought to a conclusion through adoption by national governments (Refer to **Table A.3**)¹. The majority of policies adopted were related to regional priority 1 on increasing production and productivity.

For most policy processes, bottle necks exist in countries at the point of assenting to policies and strategies, and also in their implementation. There remains a difficulty in translating political commitment into concrete actions, ownership of the policies, and a lack of capacity and policy coordination at country level. Furthermore, it is noted that the private sector is often not a part of public policy processes, despite the increasing appreciation of the importance of public-private partnerships. Country led processes and increased participation of the private sector in policy development may be necessary to improve implementation and effectively address related development concerns

Reports also suggest several (often sector specific) policy streams at country level. In light of present concerns over the ineffectiveness in policy implementation once adopted, there may be advantages inherent to bringing these policy streams under one umbrella (e.g. CAADP) to foster synergies across sectors and closure of the resource-requirements gap.

More efforts are needed in mainstreaming gender, youth and vulnerability issues in policy development. The burgeoning youth population in the region calls for more explicit (and systematic) mechanisms to address their needs; similarly, climate change, food price volatilities and other natural disasters continuously render populations vulnerable to food insecurity. Here too, social protection mechanisms will be needed to protect the poor and vulnerable, especially women.

Institutional frameworks for disaster risk reduction now exist most of the countries assessed, assuring multi-stakeholder coordination. Preparedness capacity has improved, but critical elements such as staff capacity need to be improved. Early warning and information management systems remain generally weak. More effort and investment is needed in:

- Advocating for the strengthening of technical capacity and human resources by governments;
- Provision of adequate risk coverage against threats;
- Strengthening early warning and information systems to facilitate timely response by governments and stakeholders respond timely.
- Establishment of adequate food reserves where appropriate for prevention of extreme food insecurity situations

3.2. Capacity building for regional organizations, member countries, institutions, communities and households

Priority 1 | Output 1.2: *Enhanced capacities of regional organizations, member countries, institutions, communities and households, to implement programmes in the crops, livestock, fisheries sectors*

Priority 2 | Output 2.2: *Enhanced capacities of regional organizations, member countries, institutions, communities and households, to implement programmes and adopt NRM best practices*

Priority 3 | Output 3.2: *Enhanced capacity of regional organizations, member countries, institutions, communities and households, to implement market access and agribusiness development programmes*

In the 2012-2013 biennium, FAO has built capacities of over 250,000 government policy makers and small holder farmers (52.9% women), including over 45,000 separately targeted households (**Table A.6**)¹. Capacities were built mostly in relation to crop, livestock and fisheries production (70.3%), particularly on seed and crop production. Sustainable use and management of natural resources accounted for 13.2% of which forest resources and their utilization was the main focus. Post-harvest handling and value addition was the main focus in capacity building related to market access and trade, and accounted for 10.2% of beneficiaries (**Table A.7**). Institutional capacity building has also been undertaken e.g. in the establishment of Country Stat at ministry of Agriculture and SABI Agribusiness Training Centre in Sierra Leone, and laboratory capacity strengthening in 14 countries (**Box 3**, page 10).

Beneficiaries' views on the effectiveness, relevance, and applicability of the skills in capacity building were assessed on a four point scale from 1 (dissatisfactory, not applicable, or irrelevant) to 4 (satisfactory, highly applicable or relevant). In at least 80% of cases, delivery, content and effectiveness of the capacity building events were rated as satisfactory, highly relevant and the skills as applicable. Furthermore, skills uptake, the difference between level of skills before and after capacity building among beneficiaries, was assessed on a scale from 1 (Far below average) to 4 (Far above average). Participants demonstrated an 'above average' increase in knowledge and skills related to the subject matter in 96% of the capacity building events. Among the 525 beneficiaries interviewed, wide ranging changes at individual, community and institutional levels were observed post-capacity building (**Figure 4**).

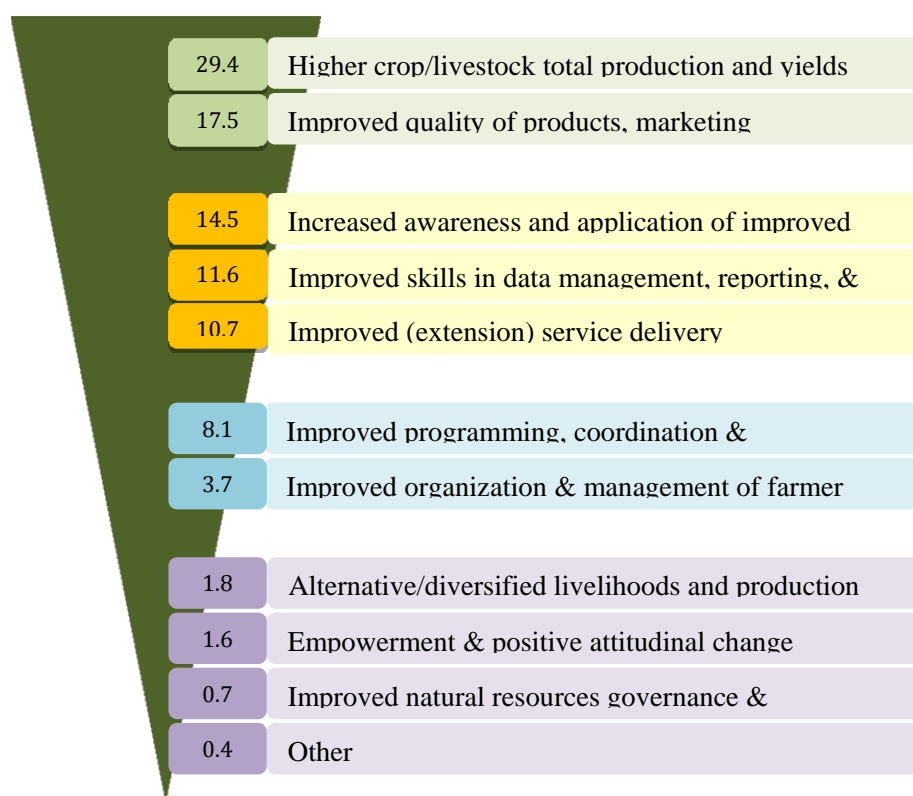


Figure 4: Changes experienced by beneficiaries post-capacity building (Source: M&E reports, 2013)

Box 2: “New (digital pen) technology stems viral diseases” - The standard Newspaper, August 14, 2013 - Kenya

Disease identification and mitigation initiatives in Kenya have for a long time been hampered by the slow information transmission process from the farmers to the veterinary officers due to paper based reporting system. Subsequently, livestock disease outbreaks were sometimes detected up to one month later, having eroded livelihoods for millions of people whose fortune lies in livestock. Through funding from the European Union, FAO has supported the enhancement of Kenya’s National Disease Surveillance Coverage using the digital Pen Technology. This new technology, currently operational in 46 out of 47 counties of Kenya, enables disease reports to be incorporated into the national database in a matter of seconds, a drastic change from the previous period of one month. *“This technology will improve our surveillance system and enable faster response to farmers’ disease reports”* - DVO, Kitui county, Kenya

- The digital pen technology has real time disease identification and reporting to both the district veterinary officer and the director of veterinary services, thus prompting rapid response.
- The system offers disease early warning system and informs government’s disease control strategy.
- The Digital pen has a Livestock movement module designed to minimize farmers’ transaction costs by ensuring that the livestock movement approval process is simplified and digitized to enable real time approval as opposed to the current system in which the farmer can spend up to one week obtaining a movement approval.

Box 3: Support to animal health laboratories for improved detection and diagnosis of animal diseases (*Cameroon, CAR, DRC, Equatorial Guinea, Gabon, Congo, Rwanda, South Sudan, Tanzania, Uganda, Botswana, Ethiopia, Nigeria, and Senegal*)

Livestock is a source of livelihood for many in Sub-Saharan Africa but is threatened by animal diseases such as Peste des Petits Ruminants or Foot-and-Mouth disease that cause losses in productivity, market opportunities, and income, and disturbance to human health through zoonotic and food borne diseases. The increasing human–animal contact, climate change and other related factors are expected to perpetuate recurrence of animal and human infectious diseases and to favor the emergence and spread of new pathogens. In partnership with WHO, OIE, and USAID, FAO has worked to strengthen national laboratory capacity for rapid and accurate detection of targeted diseases so as to avert associated loss of livelihoods and to have more chances to detect possible unknown pathogens.

In the 2012-2013 biennium, over 500 personnel (including 21% women) drawn from target laboratories and line government ministries were equipped with skills in improved disease diagnostic techniques, laboratory biosafety/biosecurity and quality assurance principles. Diagnostic and biosafety equipment such as rapid analysis kits and reagents worth over US\$1million were also provided. Laboratories have also been linked to existing networks within which they can obtain and offer support when needed and share data and experience. Partnership letters of agreement (LoAs) in which FAO provides funding and laboratories implement actions according to agreed priorities, with clearly defined and agreed indicators of performance, have been adopted as an implementation mechanism to improve ownership, visibility and sustainability of laboratory mission and activities. Through FAO support, laboratory client relationships with the animal industry have been strengthened and are contributing to improved animal production, food safety, and stronger cross-sectoral collaboration with the public health sector to combat zoonotic diseases, especially rabies.

Assessments and interviews with staff of supported laboratories have shown an improvement in the operational practices of the laboratories; all supported laboratories have adopted use of Standard Operating Procedures (SOPs) to aid accurate diagnosis, and the reporting mechanisms and tools at country level have improved. At the Rwanda Agricultural Board for example, SOPs for the diagnosis of over 7 livestock diseases, including foot and mouth disease, rift valley fever, brucellosis, have been developed with FAO support which, according to the Director of Veterinary Services, has led to improvements in diagnostic proficiency. The capacity to handle many samples has increased not only because of equipment and training provided but also due to an increase in financial capacity. Dr. Anna Rose Ademun Okurut, Principal Veterinary Officer at the National Animal Disease Diagnostics and Epidemiology Center (NADDEC) in Uganda notes that *“In Uganda where NADDEC has not been having a direct budget to address its function, implementation of the LoA has tremendously contributed in filling up the gaps of financial resources in performing its activities”*. Increased participation in laboratory networks has also been credited for improved skills and experience sharing among laboratories. According to Dr. Abdoukadir Souley of the Laboratoire National Veterinaire (LANAVET) in Cameroon, *“Inter-laboratory networking has helped to improve the laboratory’s performance on annual inter-laboratory proficiency tests”*. This view is shared by Dr. Jean Ikolakoumou, Laboratoire de diagnostic vétérinaire de Brazzaville, Congo; *“... it is because of membership to the RESOLAB network that our laboratory has developed expertise in the diagnosis of rabies”*.

Box 4: Improving crop and livestock production at country level - Liberia

Agriculture is a significant net contributor to Liberia's economy, accounting for 76.9% of GDP, and provides livelihoods for two-thirds of Liberia's 3.9 million people. Majority of farmers are small-holders, mostly women, specializing in rice (71%) and cassava (40%), with some cash crop production of rubber, oil palm, cocoa, sugarcane and coffee. Although food production is gradually increasing in post-conflict Liberia, constraints in access to land, productive inputs, credit, poor agronomic practices, etc. limit the potential for agricultural growth in the country. Through different projects, and in collaboration with the ministry of agriculture and other partners, FAO has provided support to rural small holder farmers in 10 of 15 counties (**Figure 5**) to improve production, income and nutrition.

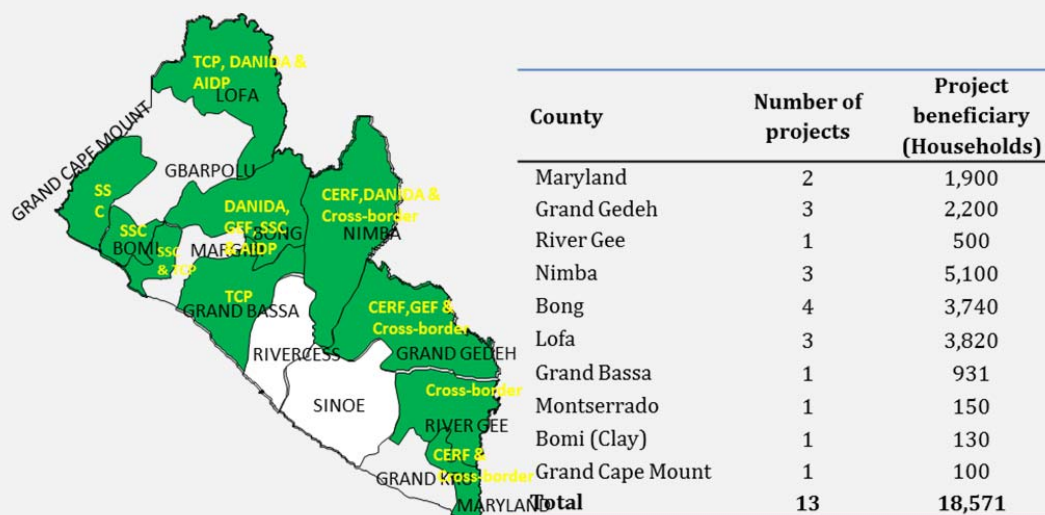


Figure 5: Number and distribution of small holder farmers supported in Liberia (Source: M&E reports, 2013)

In the 2012-2013 biennium, over 13,500 farmers have been supported with 287.5MT of rice seeds, 262.5 MT of fertilizer, assorted vegetable seeds, farm tools and trainings to ensure proper usage of inputs provided. Already, more than 4,790 ha have been planted with rice and vegetables in Nimba, Grand Gedeh and Maryland counties. Beneficiary farmers increasingly appreciate the possibility to escape poverty through agriculture; Mr Jackson Dolo in Grand Gedeh county says, "I can tell you for sure that farmers can make money and be well-off, because agriculture is not a small thing," as he walks through his 3.5 acres of lush green vegetable farm planted with pepper, eggplant, corn, okra, cucumber, and bitter balls all of which he received from FAO and partners through ECHO funding. "Look at this, this is money ... Last year, I built a three-roomed house and bought one motorbike called Honda Hero. In 2013, I have sold crops from this farm that gave me money, I mean L\$64, 880" or (US\$890) he adds, pointing at blossoming bitter balls and egg plants. Mr Dolo, his wife, and five children now have a sustainable way of making money: work hard, take their produce to nearby bigger markets in Gbarzon district and gold mining communities of Grand Gedeh County where committed customers are ready to buy upon arrival. "I hope to build a second house this year, five rooms, and when that is done, I will call you to come and see it," Jackson says with a grin. In a country where 63.8% of the population lives on less than US\$1 per day and 36% of under-fives are chronically malnourished, Mr. Dolo's wife, Annie feels privileged to say that the farm is their main source of livelihood. She says, "It's through this farm that we eat, send children to school, and do other things."

Across the river from Jackson Dolo's farm are two thriving vegetable farms belonging to Daniel Sumo and Abenedgo K. Borbor. Thirty year-old Daniel says "FAO and the Ministry of Agriculture started helping me this year. They gave me seeds, tools, fertilizer and trained me on how to use the inputs". In 2013, Daniel and his household earned L\$44,500 (US\$600) and bought two bundles of zinc for building a house. "I feel fine for this farm. We had nothing at all. Then one day, you people came, trained us, gave us seeds and tools, and today we

have our own farm. We eat some and sell the balance because we want to build a house for a better future” - Martha Sumo, wife of Daniel Sumo. On the other hand, Abenedgo, 28, is saving farm proceeds to enable him return to school and graduate before building a house. Due to limited domestic production capacities in Liberia, dependence on imported eggs and chicken is high. In Bong, Lofa, and Nimba counties, a total of 81 rural women engaged in poultry (broilers and layers) production have been equipped with skills on how to prepare nutrient-rich poultry feeds, brooding, disease prevention and treatment, egg collection and handling, record keeping and financial management. In Lofa County, three modern poultry houses, each with a feeds formulation unit and a farm (up to 6.25 ha) for production of corn, cow peas and cassava that are used for local feeds formulation have been constructed to enable the beneficiaries become self-sufficient. Groups also received drying floors, power tillers, rice mills, rice threshers, and members were trained on how to operate the agro-machines.

Mrs Musu Barto, president of a 1,500 member rural women structure that benefitted from this support in Bong County, attests to changes experienced due to this support. “The training has helped us on how to produce the feeds for our chickens”, and adds that “now we have bank accounts, are better organized, and do help ourselves through a savings scheme”. This testimony is shared by Rashida M. Vuku, Chair-person for the *Welekamai* (“Love One Another”) organization in Sanoyea District and Vice President for Bong County women’s group who says, “We now produce chickens, beans, rice, vegetables, and sell them to restaurants in Gbarnga town. Sometimes they call us to supply them. We can now send our children to school and help ourselves with our *susu* (savings) club. Our group is getting bigger”. Liberian assistant Agriculture Minister for Extension, Paul K. Jallah, is happy over the collaboration between FAO and Government of Liberia and says that “Liberian farmers have to produce chickens for domestic supply. We can no longer afford to continue importing chicken and chicken products such as feet, wings, and eggs into this country anymore”.

Section summary

Capacities of over 250,000 small holder farmers, extension agents and policy makers have been built in various areas related to the four regional priorities (Table A.5)¹. Reports suggest effective use of knowledge and skills transferred in capacity building. As a result, beneficiaries have experienced improved yields, greater access to markets, among others. The approach to strengthen commodity groups, producer/marketing organizations, and emerging SMEs has contributed to positive changes along the value chain continuum; improved quality of products led to better marketing opportunities and higher incomes. Value addition, particularly agro-processing, can improve food security by reducing the incidence of food spoilage, minimizing farmers’ exposure to the price volatility associated with perishable commodities and increasing employment and incomes from agriculture.

Although more than half (52.9%) of the beneficiaries in capacity building initiatives were female, this ratio was lower (<20%) in some countries e.g. Ethiopia, Mozambique, Somalia and Zambia (Table A.5). Observations here were typical of what is reported elsewhere; cultural factors remain significant, limiting women’s access to resources and affecting their ability to lead and/or make decisions, attend events with men or even to share their ideas in front of Men. Furthermore, women’s reproductive roles in society do not allow them to take long hours away from home and fully participate. These, together with higher illiteracy rates among women in some countries represent challenges in ensuring gender balance. In some cases however, men have invited their wives to participate in trainings, attracted by some themes like nutrition, water and sanitation and agro-processing.

3.3. Governance mechanisms and partnerships are strengthened through advocacy and facilitation of multi-stakeholder platforms and dialogue

Priority 1 | Output 1.3: Governance mechanisms and partnerships in the crops, livestock and fisheries sectors are strengthened

Priority 2 | Output 2.3: Governance mechanisms and partnerships for sustainable natural resources management are strengthened

Priority 3 | Output 3.3: Governance mechanisms and partnerships are strengthened through advocacy and facilitation of multi-stakeholder platforms and dialogue

In the 24 countries, FAO has engaged in over 180 different partnerships, mostly with NGOs/CSOs (28%); government agencies (25%), academic and research institutions (12%), UN and donor agencies (11%), producer organizations (8%), inter-governmental organizations including RECs (3%), among others⁶. More than half (51.6%) of the partnerships had as an overall objective the improvement of production and productivity while another 15% were directed at knowledge and information management for evidence-based decision making.

At producer level, linkages were created between at least 1,100 farmer groups and about 15,000 individual farmers in various countries to value chain service providers to facilitate market access⁶. Up to 84% of these farmers have effectively received various services such as input supply, credit support, produce bulking/purchase/marketing and training to help improve their skills in production, marketing and day-to-day management of their farms/groups.

At regional level, 13 African countries (Benin, Cape Verde, Democratic Republic of Congo, Guinea, Ethiopia, Kenya, Liberia, Mali, Namibia, Nigeria, Senegal, Sierra Leone and Uganda) adopted the Abuja declaration on South-South cooperation, an agreement that will broaden the scope for sharing lessons learnt and best practices of southern generated development solutions that promote agriculture and food security. Already, the livelihoods of many beneficiary farmers in Liberia, Malawi, Nigeria, Sierra Leone, Uganda and others have been transformed through introduction of improved crop cultivars and technologies in aquaculture from China, Vietnam and other southern countries.

The Pan African Farmers' organization (PAFO), with FAO collaboration, now participates in the major decision making processes in the region such as CAADP, FAO regional conferences and other food security and agriculture related policy debates. This partnership seeks to enhance information sharing; build capacities of PAFO member organizations; facilitate policy dialogue between PAFO, government institutions and development partners. FAO acts as a facilitator, providing technical assistance in implementation of programmes, and in resource mobilization. However, organizational and technical capacities within PAFO are still weak and need to be built in order to strengthen the partnership. Proposals for capacity development for PAFO and some member organizations have already been developed.

⁶ Source: Monitoring and Evaluation reports, 2013

Box 5: Public-Private sector partnerships for Disaster Risk Reduction: Weather Index Insurance in Zimbabwe

Smallholder farmers in Zimbabwe face high yield variability due to weather related challenges such as drought, hailstorms and floods. Small holder farmers often suffer the full impact of any adverse conditions to their crop and livestock enterprises because, unlike commercial farmers, they are unlikely to seek insurance cover to mitigate against adversities. In partnership with ZimNat, a private insurance company, FAO piloted a weather index insurance project in the Uzumba Maramba Pfungwe (UMP) and Gokwe South districts of Zimbabwe. The aim was to provide compensation for farmers' losses in case of poor rainfall performance in the 2012/13 agriculture season.

In the partnership, FAO was responsible for coordinating, monitoring and supervising project activities while ZimNat carried out a marketing campaign to raise awareness on the insurance cover and to sell premiums to interested farmers. An oversight Weather Index Insurance Working Group (WIIWG) was set up consisting of representatives from the national department of Agricultural, Technical and Extension Services (AGRITEX), The Meteorological Services Department (MSD), ZimNat, and FAO.

Several trigger threshold levels were determined which, when reached, would prompt the insurance company to make a payout set at USD100 to subscriber farmers. A total of 5,200 farmers received insurance cover against drought at rates subsidized by FAO as follows:

- 1,414 farmers in 3 wards of UMP district received '100% Subsidy Blanket Coverage' (FAO paid the full insurance premium);
- 886 farmers in another 3 wards of UMP district bought the insurance cover at 80% discount; each farmer paid USD 3 towards insurance, and FAO topped up with payment of USD 11.52 to ZimNat to make a total of USD 14.52/farmer.
- 2,900 farmers in 10 wards of Gokwe South district bought the insurance cover at a 50% discount; each farmer paid USD 9, and FAO topped up with payment of USD 9 to ZimNat to make a total of USD 18/farmer.

Although none of the weather triggers were activated in both districts, ZimNat paid an *ex gratia* payment (at the discretion of the insurance company) at 50% the value of the payout to Farmers in Gokwe South district who suffered significant loss due to drought compared to those in UMP district.

Lessons learnt

- There is need to review the trigger threshold levels which were too stringent
- The distribution of weather stations across the country needs to be increased to support the up scaling of the weather index insurance
- A readily accessible platform for payment of premiums is a key prerequisite for such a system to work effectively for smallholder farmers
- Lessons learned and recommendations emanating from the pilot insurance scheme will help stakeholders to improve the smallholder insurance cover in Zimbabwe and will benefit future programmes

Section summary

FAO has been actively involved in over 180 partnerships with government institutions, UN agencies, NGOs and producer organizations among others⁶. At regional level, 13 African countries adopted the Abuja declaration on South-South cooperation through which the livelihoods of many beneficiary farmers are being transformed through introduction of improved crop cultivars and technologies in aquaculture from China, Vietnam and other southern countries. At least 1,100 farmer groups and 15,000 farmers were linked to, and have received services from value chain service providers to help improve their skills in production, marketing and day-to-day management of their groups⁶.

More effort is needed to build partnerships with the private sector that, despite the global discourse, accounted for just 3% of the partnerships. Opportunities abound particularly in improving small holder access to markets. The challenge though lies in harmonizing development/humanitarian goals with profit motivation in the private sector. Private and financial sectors are still, at best, cautious in terms of investing in agriculture. As a result, small holder farmers still lack access to credit. More efforts are required to strengthen farmer groups to qualify as credit worthy and assist establish linkages with financial institutions and market outlets. Training of financial literacy will remain important.

3.4. Promote Knowledge Management Information and Advocacy in Africa

Priority 1 | Output 4.1: Knowledge and information are promoted and disseminated in order to allow stakeholders to make evidence-based decisions in the crops, fisheries and livestock sectors

Priority 2 | Output 4.2: Knowledge and information are promoted and disseminated in order to allow stakeholders to make evidence-based decisions in the NRM sector

Priority 3 | Output 4.3: Knowledge and information are promoted and disseminated in order to allow stakeholders to make evidence-based decisions for improved market access and trade in agricultural commodities

Priority 3 | Output 4.3: Early warning and information systems are promoted to allow Member states, households and civil society to be prepared and better react to threat and crisis

Skills in knowledge transfer and evidence based decision making have been actively promoted during the biennium. The capacities of at least 13,715 extension agents and policy makers have been built (**Table A.8**)¹ in various areas, including on production techniques, early warning information systems, monitoring and evaluation, among others. Furthermore, over 100 different knowledge products were disseminated through the media, internet, workshops, and paper print, with varied thematic focus (**Figure 6**). Over 227,500 individuals and 1,275 institutions have accessed these products, utilizing them for advocacy and awareness creation purposes (51%), while fairly similar proportions were used for capacity development (14%), policy and programme development (19%), and research (16%).

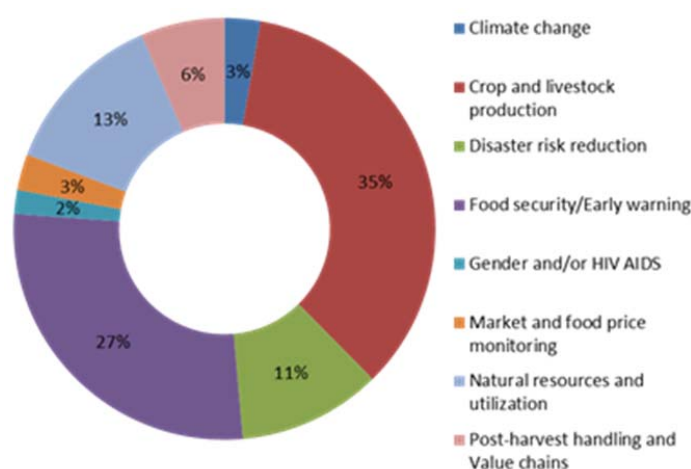


Figure 6: Main areas of capacity building for knowledge and information use

Box 6: Promoting evidence based decision making – the IPC tool

The Integrated Food Security Phase Classification (IPC) is a set of standardized tools and processes for analysing and classifying the severity and magnitude of food insecurity. The IPC was originally developed by FAO's Food and Nutrition Security Analysis Unit in 2004 to analyse the deteriorating food security situation in Somalia. The IPC is a multi-agency initiative globally led by eleven partners: *Action Contre la Faim* (ACF), CARE International, the *Comité permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel* (CILSS), EC Joint Research Centre, Global Food Security Cluster, FAO, FEWS Net, Oxfam, Save the Children, SICA/PRESANCA, and WFP.

In Central, Eastern and Southern Africa the IPC is directly implemented, whereas in West Africa the IPC supports the technical development and implementation of the *Cadre Harmonisé* (CH), guided by CILSS. Twenty-four countries in Africa use the IPC, while 12 use the CH. In 2012-13, capacities of over 900 personnel from all regions (East and Central Africa 45.5%; Western Africa 32.8%; and Southern Africa 21.7%) were built in use of the IPC/CH. As a result, the application of IPC/CH has proliferated throughout Africa, and provides decision makers with a rigorous analysis of food insecurity and identifies objectives for response in both emergency and development contexts.

Countries using IPC/ *Cadre Harmonisé* in Africa

Stage 1: IPC Awareness raising & consultation	
West Africa (CH)	Ghana, Togo
East and Central Africa (IPC)	Rwanda
Southern Africa (IPC)	Angola, Botswana, Namibia, Zambia, Mozambique
Stage 2: Initial in-country training & analysis	
East and Central Africa (IPC)	Ethiopia
West Africa (CH)	Cape Verde, The Gambia, Republic of Guinea, Ivory Coast (already implementing IPC and started CH analysis in 2013)
Southern Africa (IPC)	Malawi, South Africa, Swaziland, Lesotho
Stage 3 On-going training and analysis	
West Africa (CH)	Burkina Faso, Mali, Mauritania, Niger, Senegal, Chad, Ivory Coast (in stage 3 of IPC and 2 for CH)
East and Central Africa (IPC)	Burundi, Central African Republic, Djibouti, Democratic Republic of the Congo, Kenya, Sudan, Somalia, South Sudan, Tanzania, Uganda.
Southern Africa (IPC)	Zimbabwe

“IPC was initiated in Zimbabwe to provide a set of tools and procedures to classify the severity and causes of food insecurity, which all stakeholders can agree to and to improve and consolidate various analyses that were being implemented by different partners. It has also served to improve the sharing of vulnerability assessment information within the country. The IPC products have informed the need for all national interventions to be multi-sectoral and adhere to international standards. Through the IPC, information gaps were identified which lead to improved vulnerability analysis. IPC communication templates generated in Zimbabwe are now documented annual outputs as directed in the recently launched Food and Nutrition Security policy” - Yvonne Mavhunga, Food Security Officer (on behalf of the ZimVAC chair), Food and Nutrition Council of Zimbabwe.

4. Case studies

4.1. Conservation Agriculture Programme in Southern Africa

Conservation Agriculture (CA) is an approach to managing agro-ecosystems for improved and sustained productivity, through application of 3 main principles; *continuous minimum mechanical soil disturbance, permanent organic soil cover, and diversification of crop species grown in sequences and/or associations (intercropping and crop rotation)*. FAO and other partners are promoting conservation Agriculture among small holder farmers in various countries (**Table A.9**)¹ which, complemented by other known good agricultural practices, including the use of quality seeds, and integrated pest, nutrient, weed and water management, etc., is a base for sustainable agricultural production intensification.

Knowledge, Attitude and practice surveys conducted by FAO in Zimbabwe have shown that farmer understanding and knowledge of CA principles, management issues, suitable crops, and CA equipment has greatly improved since the approach was introduced. In Swaziland, farmers increasingly associate CA with higher and stable yields, and reduced input costs. Similar sentiments have been echoed in Zambia where farmers who started practicing CA with demonstration plots have now scaled up to bigger plots using their own resources due to improved yields and the ability to plant just upon the first rains.

Farmers that have participated in CA have also benefitted through farming equipment which they can now hire out to other follower farmers for planting and spraying under CA at a small fee. With the increase in yields, beneficiary farmers have reported surplus production that is now sold off. Through service provision and increased sales, farmer incomes have increased and food security has been enhanced. Furthermore, most beneficiaries and stakeholders interviewed shared the feeling that CA helps insulate farmers from climatic shocks, such as dry spells and drought because of increased and diversified production. In general, majority of stakeholders interviewed in southern Africa believe CA is a worthwhile production approach for local contexts, consistent with national and sub-regional priorities. The approach is seen as an opportunity to boost sustainable food production and avert the harmful effects of climate change.

Despite visible changes in yields among beneficiaries, the adoption rate still varies, largely a reflection of mixed feelings by farmers towards CA; practicing farmers are content with the benefits, while some observer farmers remain sceptical. In Lesotho, for example, the CA approach is relatively new and target farmers are not yet willing to let go of their conventional practices and approaches. Perhaps the biggest contributor to this has been the labor-intensive nature of land preparation that seems to hinder adoption by small scale farmers who don't have draught power. Also, many farmers do not have the ability to purchase herbicides that become necessary under a "minimum tillage" regime particularly in the initial years of practicing CA. In Zimbabwe, winter weeding remains an issue, perpetuating a negative perception of CA among some farmers. The approach also requires public investment to support technical resource persons, enable acquisition of inputs/equipment, and facilitate research and access to generated information.

Box 7: ‘Practicing Conservation Agriculture since 2009 has changed my life’ – Mary Kaungo

FAO promoted CA among small scale farmers in Zambia through the Farmer Input Support Response Initiative, FISRI (2009 – 2012) that has now been scaled up into the Conservation Agriculture Scaling Up, CASU (2013 – 2017) in 31 districts. Mary Kaungo, resident in extension B village, Kanakantapa area in Chongwe district, is a lead farmer that benefitted from the FISRI projects since 2009 and has continued practicing CA and recruiting follower farmers within her village. Through FISRI, Mary received a bicycle to enable her support other farmers, as well as farming inputs to kick start her CA farming method and she has never looked back ever since.

Born in 1948, Mary is married with eight (8) children and thirty four (34) grandchildren. Mary testifies that before she was introduced to CA, she relied on the traditional methods of farming and initially found CA to be a very difficult method. Once she started practicing, she adds, she got used to CA and her yields started improving. Mary also notes that the quality of her crops has since improved and as a result, she has been motivated to increase the acreage of land under CA from one to four hectares, consistently practicing crop rotation through cultivation of maize, groundnuts, soya beans, and beans among others. *“For example, last year (2012/13) I harvested over 5 tonnes per hectare of maize, when previously, while practicing traditional farming methods I only used to harvest 1 tonne per hectare” – Mary.*

Mary further explains that from the income she has earned through selling of her crops, she has managed to buy 5 cattle, 8 goats and 25 pigs; buy solar panels which she uses for lighting at night and for charging her mobile phone; and is now able to support some of her grandchildren with school fees, especially those that are living with her. Mary says she is happy with the progress she has made under CA and from the income she has also been able to earn.

Stakeholder involvement has, and will continue to be crucial for sustainability of the CA approach. Zimbabwe’s Conservation Agriculture Network (ZIMCAN) and Lesotho’s National Conservation Agricultural Networking Forum – groups supported by FAO and made up of Government departments, NGOs, Farmer organizations, Research Institutions, Donors and Private sector – exemplify sustainability mechanisms, leading knowledge and information sharing, and promoting standards of CA practices.

Advisory services of government (research and Extension) and NGOs have been given tools and knowledge resources to continue supporting CA initiatives beyond the project phase. In Zambia, partners working under CA allocate part of their budgets to research institutions promoting CA in order to meet the research gap identified in CA methods. A CA curriculum was also developed and introduced to all agricultural colleges in Zimbabwe to ensure all agriculture graduates have basic knowledge of CA.

The continued exchange of knowledge and experiences across the various countries needs to be continued to ensure the scaling up of the approach, as well as getting rid of the perception of CA as a technology for the poor. Increasingly, there is also realization on the need for farmers to graduate from free inputs to contributing at least part of the cost of inputs in order to ensure sustainability.

4.2. Support to value chain development for the period 2012-2013

During the 2012-2013 biennium, FAO has provided varied support to countries for value chain development in close alignment with agricultural development objectives and policy strategies of beneficiary country governments (**Table A.10**)¹. The underlying objectives of FAO value chain development programme have been to: i) Contribute to food security through increased market-oriented production; Reduced postharvest losses and waste; Improved market efficiency/reduced handling costs; Enhanced value addition; Increased food safety/nutrition/quality/standards; ii)

Increase income and employment along the targeted commodity value chains (both on and off-farm); promote trade especially within the African region; and support sustainable socio-economic development by facilitating market-based solutions.

The facilitating role played by FAO has focused on enhancing market linkages and agribusiness development along commodity value chains that have high potential to contribute to food security, income and employment generation (by presenting a comparative advantage in terms of the involvement of proportionately large population, envisaged high returns to low investment and lucrative market opportunities in the domestic and cross border markets). Economically disadvantaged low income populations have been the main focus of all projects, some of which have specifically targeted women and youth.

Overall, the adopted approach has aimed at promoting market-based solutions, by developing models that reduce dependence of beneficiaries on free inputs, subsidies and grants and rather encourage ownership, independence and private sector innovations, including co-financing, matching grants, loan guarantee and asset leasing.

Most of the initiatives have included a policy component, to address main challenges related to the enabling and conducive environment to support inclusive and pro-poor value chain development at country and regional level. In many cases, FAO's support has proved to be effective in mainstreaming policies to promote value chain and agribusiness development into national development strategies.

Major activities

Strengthened profitable production systems, value addition, and marketing have been supported through capacity development, focusing on strengthening commodity groups, producer/marketing organisations and cooperatives and emerging SMEs. Trainings and exchange visits were conducted with the central view to boost agribusiness management skills and cultivate the attitude to treat farming as a business. Projects also embraced the transfer of skills and technologies e.g. in post-harvest handling, mediation of linkages with various value chain input/service providers as well as establishing links with buyers. The focal value chains in these countries were staples such as maize, rice, sorghum, cassava, sweet potato; fruits ranging from pineapple, mangoes, passion fruits; beef and dairy products; composite flours, honey and edible oil seeds.

At regional level, the work undertaken in collaboration with concerned Regional Economic Communities and member countries governments has been focused on identifying key constraints which prevent inclusive cross border and regional trade and addressing those constraints through specific policy recommendations and related capacity development. Technical coordination platforms, knowledge exchange and cross-fertilization has been facilitated among all the above initiatives, by promoting regional events, participation to international and regional fora, identification and dissemination of best practices and lessons learned and joint policy advocacy documents and events in collaboration with national governments as well as with RECs such as AU, COMESA, ECOWAS, IGAD, ECCAS, EAC etc.

Key achievements between 2012 and 2013

Over 100,000 small holder farmers have benefitted, individually or by virtue of their membership to the farmer groups supported, from FAO's value chain development activities (Table A.10)¹.

In Sierra Leone, all the agri-business centers (ABCs) supported now have business plans and are collectively forming a nationwide network of agri-business service points and retail outlets for agricultural inputs and tools. Seven ABCs have been certified and are engaged as agro-dealers in seeds, fertilizers and agro-chemicals. The ABCs are also providing an interface between farmers and NGOs, private sector partners, and other service providers. Some of the ABCs are in the process of signing supply contracts for rice or *gari* (from cassava) with the World Food Programme under the "Purchase for Progress" Programme. During focus group discussions held with 70 members from various ABCs (of whom 43% were female), social cohesion, removal of drudgery, improved productivity and increased income were noted as the "most significant changes" between 2011 and 2013.

In Ethiopia, farmers receiving FAO support realized the advantages in collective action and recently formed a farmers' group and an edible oil processors association. Over 3 000 small holder farmers have been linked to various value chain actors and another 1 200 farmers have received start-up credit for seeds. The productivity of linseed among supported farmers has increased from 7 to 14 quintals per ha (1 quintal = 100Kg). In addition, farmers report increased earnings from the sale of linseed since the price per quintal increased from 750-800 ETB to 1 100 – 1 300 ETB in 2013 (1 USD = 18.78 ETB)⁶.

A recent business appraisal report in Kenya revealed that all FAO supported Small and Medium Enterprises (SMAEs) now had steady access to inputs while 82% had no more problems in accessing credit facilities. Their profits had grown by 15% between 2011 and 2013. As a result of practical demonstrations by field technical officers in milk handling, dairy farmers are reporting a reduction in milk loss through rejection from 6 to 1 gallon in the same period. This has led to a 33% increase in milk production among these farmers as they seek to increase their earnings. The wide reaching radio based training programme has yielded a 70% increase in the number of farmers reporting more access to dairy information, thus enabling farmers to sell at higher prices.

In the Great Lakes region, overall market-oriented production has increased for all the targeted commodities for 48 000 beneficiaries. On average, production marketed on local, national and regional markets has shown an increase by 32 percent (with much higher percentage for specific commodities, such as the passion fruit marketed and exported from Burundi). An overall growth of 30 percent in the income at household level for the targeted beneficiaries has been documented through a modern transactions recording system set up for emerging cooperatives which are moving from informal to formal activities, as well as through an in-depth economic analysis to document transactions, income and food security. More than 50 percent of the associations and cooperatives targeted have been formally registered as formal cooperatives, being able to take advantage from different benefits ensured through national, district and local legal frameworks. In addition, the capacity in business services delivery for 57 local and national

service providers has been developed, with the aim of ensuring sustainability through market-based service provisions to cooperatives and enterprises.

Sustainability

Sustainability has been pursued mainly by ensuring close collaboration with and engagement of participating national governments (at central and local level) and public institutions involved in value chain and agribusiness development. Capacity development in several domains, including technical, entrepreneurial and managerial skills, inclusive business models, access to finance and marketing has been supported by all initiatives implemented in the different countries. The support provided to the private sector, together with the effort in promoting market-based and economically viable solutions has also been one of the major factors contributing to sustainability of FAO's support.

5. Challenges and lessons learnt

- i. The reliance on individual (rather than institutional) memory among partner institutions increases the drag in policy development, attributable to changes in staff organization and/or attrition. There is room to develop records management systems to reduce iteration during formulation.
- ii. Change of discourse for example, the emergence of a more “resilience” than “DRR/M” agenda in the humanitarian community has been noted as a reason for delays in policy formulation in Southern Africa. In Nigeria, new and emerging concerns in the science, practice and programming of food and nutrition activities such as nutrition during emergencies and upsurge in the prevalence of diet-related chronic diseases, such as diabetes, hypertension, cardiovascular diseases and certain cancers have necessitated review of the first National Food and Nutrition Policy produced by the National Planning Commission in 2001.
- iii. As a way to ensure sustainability, FAO has prioritized partnership building among stakeholders, government ownership and capacity building of national staff as key measures to both catalyze the policy development process and increase the chances of successful implementation. Partnerships with the CGIAR centers at global and local level would present an opportunity to bridge the gap between research and usage.
- iv. Opportunities to partner with the private sector abound particularly in improving small holder access to markets. Some exploratory work has been done in Zimbabwe in partnering with the private sector for risk reduction as well. There is need to standardize a working mechanism and to jointly identify areas for future collaboration with the private sector.
- v. The lack of reliable and/or up-to-date data on agricultural production, natural resource, market access, etc. at all levels and the absence of harmonized monitoring systems at country level remains critical. The result is that decision making and policy implementation is very much driven by subjective situational assessments. FAO supports strengthening of the agricultural statistics data collection in countries, in collaboration with other development partners, but more remains to be done in strengthening statistical and monitoring and evaluation capacities.

6. Tables

Table A.1: Number of stakeholders interviewed by country

	Country	Respondents interviewed
Capacity development	Burkina Faso	18
	Burundi	30
	Chad	2
	DRC	17
	Ethiopia	5
	Kenya	15
	Lesotho	3
	Liberia	20
	Madagascar	13
	Mali	1
	Mozambique	7
	Sierra Leone	5
	Somalia	307
	South Africa	4
	Tanzania	17
	Uganda	55
	Zambia	2
Zimbabwe	4	
	Sub-total	525
Knowledge	Burkina Faso	3
	Burundi	2
	Chad	5
	Ethiopia	1
	Kenya	9
	Liberia	7
	Sierra Leone	3
	Somalia	54
	South Africa	2
	Swaziland	1
	Tanzania	10
	Zambia	3
	Zimbabwe	2
	Sub-total	102
Partnerships	Burkina Faso	2
	Chad	5
	DRC	4
	Ethiopia	2
	Kenya	8
	Sierra Leone	4
	Somalia	53
	South Africa	5
	Tanzania	5
	Zambia	2
	Zimbabwe	2
	Sub-total	92
Policy	Burkina Faso	19
	Burundi	11
	Chad	9
	DRC	12
	Ethiopia	6
	Kenya	25
	Lesotho	26
	Liberia	8
	Madagascar	3
	Mali	2
	Mozambique	7
	Sierra Leone	8
	Somalia	1
	South Africa	10
	Swaziland	8
	Tanzania	14
Uganda	4	
Zambia	13	
Zimbabwe	6	
	Sub-total	192
	Total	911

Table A.2: Level of progress in development of FAO supported policies

Number of policies		Level 1:	Level 2:	Level 3:	Level 4:	Level 5:
		<i>Policy process Initiated</i> (%)	<i>Policy in progress; limited achievements</i> (%)	<i>Stakeholder commitment; modest achievements/ progress</i> (%)	<i>Pre-adoption; Substantial progress, but with external constraints</i> (%)	<i>Adoption</i> (%)
Priority 1	60	15	16.7	16.7	33.3	16.7
Priority 2	24	4.2	16.7	16.7	44.4	33.3
Priority 3	15	0	26.7	26.7	9.1	40
Cross-cutting	23	8.7	0	8.7	54.2	26.1
Total	122	9.8	14.8	16.4	37.2	24.6

(Source: Monitoring and Evaluation reports 2013)

Table A.3: Sector focus of policy/strategy processes by regional priority

	Number of Policies/strategies
Priority 1 – Increase production and productivity of crops, livestock and fisheries	60
Agriculture - cross-sectoral	20
Crop production and protection	20
DRR/M	4
Fisheries and Aquaculture	11
Livestock	5
Priority 2 – Promote Sustainable Use and Management of Natural Resources	24
Fisheries and Aquaculture	1
Forests	17
Land	4
Natural resources - cross-sectoral	2
Priority 3 – Support to Market Access and Sanitary Measures for better Trade	15
Crop production and protection	1
Import/export	2
Infrastructure	1
Private Sector Development	1
SPS Measures	5
Value chain development	3
Labour and occupational safety	2
Cross-cutting	23
Climate change	3
Food and Nutrition Security	8
National Development & programming frameworks	10
Youth employment	2
Total	122

Source: Monitoring and Evaluation reports, 2013

Table A.4: Some FAO supported policy/strategy processes completed during the biennium

Regional priority	Policy/strategy/law completed	Country	
Priority 1	Five-year production plan for pre-basic and basic seed in line with the action plan of the strategy of development of the seed sector	Burkina Faso	
	Five-Year Development Plan for the Agriculture sector	Chad	
	Revision of the seed law	Ethiopia	
	Potato strategy	Kenya	
	Agriculture Sector Development Strategy, ASDS	Kenya	
	Aquaculture Strategy	Kenya	
	National Conservation Agriculture Strategy	Malawi, Lesotho, Swaziland, South Africa, Zimbabwe	
	Agriculture transformation agenda, ATA	Nigeria	
	National Agriculture Investment Plan (NAIP) – CAADP framework	Nigeria, Zambia	
	Innovative Fund for Agricultural Transformation	Sierra Leone	
Priority 2	Youth Agricultural Farm Scheme	Sierra Leone	
	Validation of the national development strategy of NTFPs	Burkina Faso	
	National strategy on non-timber forest products (NTFPs)	Cameroon, CAR, Congo DRC, Gabon	
	Forest Investment Program	DRC	
	Review of forest act 2005	Kenya	
	National Export Strategy	Sierra Leone	
	Private Sector Development Strategy	Sierra Leone	
	Rural Feeder Road Policy 2012	Sierra Leone	
	Priority 3	National Plant Protection Policy	Lesotho
		Meat Inspection and Control act in Somaliland and Puntland	Somalia
Food and Nutrition Security Policy		Kenya, Zimbabwe	
Cross-cutting	New Deal Compact	Somalia	
	Youth Employment and Empowerment Programme (YEEP)	Sierra Leone	
	National Human Rights Action Plan (NHRAP) to include labour standards and rights of rural workers	Tanzania	

Source: Monitoring and Evaluation reports, 2013

Table A.5: Status of country level DRR/M frameworks

Criteria		Burkina Faso	Burundi	Chad	Congo	DRC	Ethiopia	Gabon	Kenya	Lesotho	Liberia	Madagascar	Mali	Mozambique	Nigeria	Sierra Leone	Somalia	Tanzania	Uganda	Zambia	Zimbabwe	
Early warning and information systems	<i>National early warning and alert system exists?</i>	√	-	√	√	√	√	-	√	√	-	-	√	√	√	√	-	√	-	√	√	
	<i>There are adequate government human resources and technical capacities dedicated to the functioning of the EWS</i>	-	-	√	√	√	√	-	√	-	-	-	-	√	√	-	-	√	-	√	-	
	<i>There is adequate coverage of different risks affecting agriculture, food and nutrition</i>	√	-	-	√	-	-	-	√	-	-	-	-	-	√	√	-	-	-	√	√	
Institutional frameworks	<i>Different sectors are represented on the coordination platform</i>	√	√	√	√	√	√	√	√	√	√	√	-	√	√	√	√	√	√	√	√	-
	<i>Different stakeholders, including civil society, are represented on the coordination platform</i>	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	√	-
	<i>National coordination mechanisms/platform for DRR/M exist</i>	√	√	√	√	√	√	-	√	√	√	√	√	√	√	√	√	√	√	√	√	-
	<i>There is evident focus on DRR for agriculture, food and nutrition</i>	√	√	√	√	√	√	√	√	√	√	√	√	-	√	√	√	√	√	√	√	-
Preparedness/capacity for effective response management	<i>Concerned staff trained and equipped</i>	-	-	-	-	√	√	-	√	-	-	-	√	√	√	√	√	√	√	√	√	√
	<i>Instrument for damage assessment exists</i>	√	-	-	-	√	√	-	√	√	-	√	√	√	√	-	√	-	√	√	√	√
	<i>Minimum standards of operation exist</i>	√	√	-	-	-	√	√	-	√	-	-	√	√	√	√	√	√	-	-	√	√
	<i>Procedures to document experiences are in place</i>	-	-	√	-	√	√	-	√	√	-	-	-	√	√	√	√	√	√	-	√	√
	<i>There are adequate food reserves</i>	√	-	-	-	-	√	√	-	-	-	-	-	-	-	-	-	√	-	-	√	-

Source: Monitoring and Evaluation reports, 2013

Table A.5: Number of people reached for capacity building by country

Country	Priority 1	Priority 2	Priority 3	Cross-cutting	Total	% Female
Burkina Faso	5,293	27,051	2,277	155	34,776	74.1
Burundi	1,489	431	50	91	2,061	55.0
Chad	775	-	-	-	775	0.0
Congo	133	20	39	-	192	56.6
DRC	26,185	133	386	-	26,704	39.1
Ethiopia	1,658	-	623	-	2,281	15.2
Gabon	-	-	94	44	138	0.0
Kenya	2,080	1,256	7,264	102	10,702	43.9
Lesotho	18,154	-	280	-	18,434	59.4
Liberia	19,161	100	648	-	19,909	44.1
Madagascar	46	159	-	-	205	6.0
Malawi	1,569	-	3,640	-	5,209	44.1
Mali	14,558	-	2,225	1,700	18,483	45.1
Mozambique	1,323	494	673	283	2,773	13.4
Namibia	30	-	-	-	30	72.0
Nigeria	1,170	-	38	-	1,208	43.5
Sierra Leone	214	-	4,906	-	5,120	43.3
Somalia	4,685	-	190	37	4,912	14.1
South Africa	188	-	-	-	188	58.1
Swaziland	26,374	-	576	-	26,950	63.6
Tanzania	490	244	1,411	-	2,145	14.3
Uganda	550	45	245	65,340	66,180	57.3
Zambia	3	53	166	-	222	18.5
Zimbabwe	1,090	-	250	120	1,460	39.5
Total	127,218	29,986	25,981	67,872	251,057	52.9

Source: Monitoring and evaluation reports, 2013

Table A.6: Number of beneficiaries by area of capacity building

Area of capacity building by priority	Total beneficiaries	% Beneficiaries	% Female
Priority 1: Increase production and productivity of crops, livestock and fisheries	127,091	100	46.3
<i>Agricultural mechanization and irrigation</i>	987	0.8	7.7
<i>Apiculture</i>	425	0.3	36.5
<i>Development and implementation of production policies, programmes & legislation</i>	1,558	1.2	46.8
<i>DRR & CC adaptation practices</i>	3,807	3.0	16.6
<i>Farm-to-fork</i>	80	0.1	50.0
<i>Fisheries and aquaculture production</i>	1,212	1.0	26.7
<i>Poultry/livestock production</i>	7,012	5.5	38.3
<i>Seed and crop production</i>	106,028	83.4	48.9
<i>SPS Measures</i>	26	0.0	25.0
<i>Strengthening producer organizations</i>	5,956	4.7	37.6
Priority 2: Promote sustainable use and management of natural resources	29,986	100	82.4
<i>Development and implementation of Natural resource policies, programmes & legislation</i>	560	1.9	41.1
<i>Sustainable environment and natural resource management</i>	254	0.8	22.7
<i>Sustainable use & management of forests</i>	29,126	97.1	83.8
<i>Sustainable use & management of land and water resources</i>	46	0.2	0.0
Priority 2: Support to market access and sanitary measures for better trade	25,981	100	37.4
<i>Agribusiness & financial management practices</i>	11,553	44.5	34.5
<i>Development and implementation of agribusiness policies, programmes & legislation</i>	141	0.5	10.9
<i>Fisheries and aquaculture production</i>	431	1.7	55.0
<i>Post-harvest handling & value addition</i>	8,196	31.5	38.1
<i>SPS Measures</i>	141	0.5	3.5
<i>Strengthening produce marketing organizations</i>	5,519	21.2	42.4
Cross-cutting	67,026	100	59.0
<i>Decent rural employment</i>	127	0.1	26.7
<i>Farm-to-fork*</i>	65,377	97.5	58.0
<i>Gender & HIV/AIDS mainstreaming</i>	360	0.5	43.8
<i>Nutrition and the right to food</i>	462	0.7	48.2
<i>Other</i>	1,700	2.5	76.0

*Comprises of farmer field schools where participants' capacities are built following a season-long curriculum that covers topics ranging from agronomy, soil/water conservation, post-harvest handling, marketing, savings and credit, disaster risk reduction, etc.

Table A.7: Capacity building in knowledge use for evidence based decision making

Country	Output 4.1	Output 4.2	Output 4.3	Output 4.4	Total	% Female
Burkina Faso	241	-	-	-	241	10.0
Burundi	-	-	19	-	19	0.0
Congo	-	866	-	-	866	48.2
DRC	-	89	-	-	89	11.0
Ethiopia	225	8	-	25	258	8.9
Kenya	10,274	-	128	67	10,469	38.6
Lesotho	27	-	-	230	257	56.3
Mali	-	-	-	3	3	33.3
Mozambique	25	15	-	-	40	12.0
Sao Tome and Principe	55	-	-	-	55	0.0
Sierra Leone	149	-	-	-	149	10.0
South Africa	-	-	-	12	12	8.0
Swaziland	100	-	-	-	100	25.0
Tanzania	38	-	-	350	388	15.6
Uganda	-	-	-	32	32	9.0
Zambia	471	48	-	-	519	2.7
Zimbabwe	260	-	-	520	780	47.7
Total	11,865	1026	147	1,239	14,277	36.1

Source: Monitoring and Evaluation reports, 2013

Table A.8: Conservation Agriculture beneficiaries

Country	Beneficiaries*	Per cent (of total)
Ghana	30,000	3.0
Kenya	33,100	3.3
Lesotho	2,000	0.2
Madagascar	6,000	0.6
Malawi	16,000	1.6
Morocco	4,000	0.4
Mozambique	152,000	15.3
Namibia	340	0.0
South Africa	368,000	37.0
Sudan	10,000	1.0
Tunisia	8,000	0.8
Tanzania	25,000	2.5
Zambia	200,000	20.1
Zimbabwe	139,300	14.0
TOTAL	993,740	100.0

*Encompasses beneficiaries through programmes from other organizations. Source: African Conservation Tillage Network, 2013

Table A.9: FAO support to value chains

Country	Project name	Duration	Donors/ partners	Project value (US \$)	No. of beneficiaries	% Female
Liberia	Food Security through Commercialization of Agriculture (FSCA) project	01 Aug 2008 - 31 Dec 2012	Italy	2,234,125	1 240	38
Senegal	Projet d'appui aux organisations de producteurs pour la valorisation des filières porteuses (Kaolack Fatick, et Louga)	01 Jul 2008 - 31 Dec 2012	Italy	3,359,688	1 530	60
Guinea Bissau	Diversification, intensification et valorisation des produits agricoles locaux (DIVA) dans les régions de Oio et de Bafata	24 Jul 2008 - 31 Dec 2011	Italy	1,500,000	950	60
Guinea	Intensification, diversification et valorisation des productions agricoles dans la région de Kindia	01 Feb 2010 - 30 Sep 2013	Italy	2,001,540	875	43
Mali	Projet d'appui aux organisations paysannes du Plateau Dogon pour une meilleure valorisation de leurs productions maraichères	01 Aug 2008 - 30 Sep 2013	Italy	4,097,797	1 200	35
The Gambia	Food Security through Commercialisation of Agriculture (FSCA) in the Gambia	25 Nov 2009 - 31 Dec 2012	Italy	1,979,272	630	52
Sierra Leone	Smallholder Commercialization Programme	01 Dec 2011 - 30 Apr 2014	Sierra Leone/UTF	5,393,730	16 688	56
	Support to the National Agricultural Response Programme to Mitigate Increasing Food Prices	01 Jul 2009 - 30 Jun 2012	Ireland	2,632,092	4 725	54
	Food Security through Commercialization of Agriculture	01 Apr 2008 - 30 Jul 2013	Italy	3,486,593	9 000	52
Ethiopia	Edible Oil Value chain Enhancement	01 Sep 2009- 30 Jun 2013	UNJP/MDG Fund (FAO, ILO, UNIDO)	1,061,062 (FAO component)	7 679	12.9
	Crop Diversification and Marketing Development Project	01 Nov 2005 - 30 Jun 2013	Italy	4,000,000		
Kenya	Agribusiness Support for Small Holders	1 Jan 2010 – 31 Dec 2013	Germany	2,592,471	29 SMAEs	
	Improved Community Drought Response and Resilience (ICDRR)	1 June 2011- 31 May 2014	EU	7,267,442	10,164	39
	Improve livelihoods in targeted drought affected communities in Kenya	Jan 2011 - Dec 2012	Sweden	1,441,858	5000	70
Burundi DRC Rwanda Uganda	Improvement of food security in cross border districts of Burundi, the Democratic Republic of the Congo, Rwanda and Uganda, in support of the modernization of agriculture under the NEPAD-CAADP framework	01 May 2007 – 15 Jun 2014	Italy	8,908,420	48 000	39