

**STRATEGIC PLAN 2004 - 2007**  
**DEPARTMENT OF**  
**RURAL ECONOMY AND AGRICULTURE**

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## TABLE OF CONTENTS

	Page
Executive Summary	v
1. Introduction	1
1.1 Background and Scope	1
1.2 Mandate and Objective of the Department of Rural Economy and Agriculture	3
2. Agriculture and Food Security in Africa	4
2.1 The State of Food Insecurity	4
2.2 Importance of Agriculture	6
2.3 Challenges, Constraints and Opportunities	7
3. The Department of Rural Economy And Agriculture	11
3.1 Structure of the Department	11h
3.2 Framework of Operation	11
3.2.1 Strategic Framework	11
3.2.2 On-going Direct Areas of Intervention	12
3.2.3 Integration of NEPAD Agriculture Programme Activities	12
3.3 The Consultative Process	14
4. Strategic Areas and Programmes for the Period 2004 to 2007	15
4.1 The Vision Statement	15
4.2 Strategic Areas for Intervention	15
4.3 Strategic Objectives and Programme Elements	20
4.4 Programme Elements	20
4.4.1 Crop Production and Productivity Improvement	21
4.4.2 Improved Animal and Fisheries Production and Productivity	22
4.4.3 Promote Sustainable Natural Resources and Environment Development and Management	22
4.4.4 Diversification of the Rural Economy for Improved Livelihood Systems	23
4.4.5 Capacity Building and Knowledge Management	24
4.4.6 Monitoring and Evaluation	25
5. Implementation of the Plan	26
5.1 Flagship Projects "Quick Wins"	26
5.2 The Role of Leading Stakeholders in the Implementation of the Plan	27
5.2.1 The role of the AU and NEPAD Secretariat	27
5.2.2 The role of Regional Economic Communities	28
5.2.3 The role of Member States	29
5.2.4 Other AU Organs	29
5.3 Assessment of Risk Factors	30
5.4 Next Steps: towards effective operationalisation of the Strategic Plan	30
ANNEX 1 Action Plan 2004-2007	31
ANNEX 11 Work Plan by Programme for the Period 2004 to 2007	44

List of Tables:

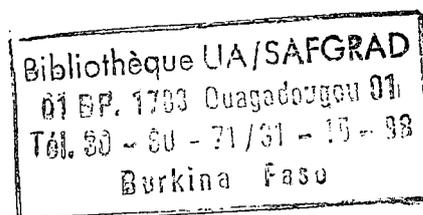
	Page
Box 1: On-going Programme Activities of Regional Offices under the Department of Rural Economy and Agriculture: An Overview	12
Box 2: Flagship Projects “Quick Wins”	26
Chart 1: Strategic Plan	17

List of Figures:

Fig 1: Under-nourishment in Africa by Region	5
Fig2: Situation of Hunger by 2015 in Developing Regions of the World	5

## List of Acronyms

AGOA	Africa's Growth and Opportunities Act
AU	African Union
AMCEN	African Ministerial Conference on the Environment
AMCOW	African Ministerial Council on Water
CAADP	Comprehensive Africa Agriculture Development Programme
CAPE	Community based Animal Health and Participatory Epidemiology
CSSDCA	Conference on Security, Stability, Development and Cooperation in Africa
DREA	Department of Rural Economy and Agriculture
FAO	Food and Agriculture Organisation of the United Nations
GMOs	Genetically Modified Organisms
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immunodeficiency Syndrome
HSGIC	Heads of State and Government Implementation Committee
IAPSC	Inter-Africa Phytosanitary Council
IARCs	International Agriculture Research Centres
IBAR	Inter-African Bureau for Animal Resources
IBED	Inter-African Bureau of Epizootic Diseases
MDGs	Millennium Development Goals
NARS	National Agriculture Research Systems
NEPAD	New Partnership for Agriculture Development
NERICA	New Rice for Africa (lines from crosses of African <i>globerima</i> and Asian <i>sativa</i> rice)
NGOs	Non-Governmental Organisations
OAU	Organisation of the African Unity
ODA	Overseas Development Assistance
PACE	Pan-Africa for the Control of Epizootic Diseases
PANVAC	Pan-African Veterinary Vaccine Centre
PARC	Pan-African Rinderpest Campaign
PATTEC	Pan-African Tsetse and Trypanosomiasis on the Eradication of the tsetse fly
RECs	Regional Economic Communities
SAFGRAD	Semi-Arid Food Grain Research and Development
SROs	Scientific Research Organisations
TICAD	Tokyo International Conference on Africa's Development
TCP	Technical Cooperation Programme
UNDP	United Nation Development Programme
WFP	World Food Programme
WFS	World Food Summit
WSSD	World Summit on Sustainable Development



## Executive Summary

In its quest to build an integrated continent of Africa, the African Union (AU) is driven by its vision: “*to build an integrated, prosperous and peaceful Africa, an Africa driven and managed by its own citizen and representing a dynamic force in the international arena*”. The AU vision has a long-term perspective but the strategy to realise it is phased out between short, medium and long term. In transforming its vision into action, the Commission has doted itself with two documents: (1) The Strategic Framework of the Commission of the African Union 2004 to 2007 (volume 2); and (2) the Action Plans of the Commission 2004 to 2007 (volume 3). The process has been highly consultative engaging the active participation of all its Departments. The global objective of the AU Commission for 2007 is to “*consolidate institutional pillars and build the human network and strengthen the body work of integration*”.

In order to carry out its agenda, the Commission will undertake two mutually reinforcing elements, namely:

- Undertake profound *Institutional Transformation* of the Commission and its building blocks; and
- Carry out the *Sectoral Action Plans* categorised into six key action areas that are in line with its strategic objectives. Each key action area is addressed through a number of priority programmes.

Consequently, the Action Plans of each of the eight Departments of the AU Commission address its six strategic objectives that form the basis of their Plans. Department of the Rural Economy and agriculture, given its mandate and Department’s objective, will contribute to the consolidation of Africa’s regional economic integration (AU’s Action Area 3) through its long term Vision - “*Africa free from Hunger*”.

In this connection, the strategic objectives of the Department of Rural Economy and Agriculture are embedded within the framework of the Strategic Plan of the AU Commission. This document returns and describes the Strategic Plan for the short-term horizon of 2004 to 2007. The Plan, which has also integrated NEPAD agricultural activities and actions, is expected to generate the greatest contribution and add value to already ongoing initiatives at country, regional and continental levels in order to contribute to Africa’s economic development by addressing hunger, poverty, agricultural growth and rural development.

The Department will focus its interventions on selected key areas where it can take leadership to add value and make a significant and measurable impact on Africa’s agricultural and rural development. Focussing at regional and continental levels, the role of the Department is to assist member countries beyond their individual country borders by helping them integrate their economies into relatively more viable economic entities so as to improve agricultural performance, enhance intra-regional trade and compete in the global market. The Global Objective of this first four-year Plan of the Department of Rural Economy and Agriculture is to “*Create enabling conditions and facilitate actions to enhance agricultural productivity and growth, reduce food insecurity and rural poverty*”.

To realize the vision, six specific objectives, culminating into six programmes of the Department, are to:

1. Contribute to improvement in crop production and productivity, processing, marketing and trade.
2. Contribute to improvement in animal and fisheries production and productivity, processing, marketing and trade.
3. Promote sustainable natural resources and environment development and management
4. Promote diversification and linkages in the rural economy in order to increase employment, incomes and improve rural livelihood systems.
5. Build Africa's capacity and knowledge management in agricultural/rural development, natural resource management and environment.
6. Promote good governance of agricultural programmes and monitor their implementation.

The expected results that will contribute towards achieving the specific objectives of the programmes of the Department can be categorised into four reinforcing aspects:

- Harmonised and coordinated policies and strategies at the regional and continental level, including policies and strategies in the area of trans-boundary water and other natural resource management; marketing, trade and regional integration; productivity enhancement strategies; food safety and quality standards;
- Improved institutional frameworks and mechanisms in and support to agriculture, natural resources management and environment including establishment of an agricultural development fund; frameworks for disaster risk reduction, prevention and management; early warning systems for food security; research; capacity building and rural livelihood systems;
- Increased networking, cooperation, coordination and partnerships between key players in agriculture, rural development, natural resource management and environment;
- Improved coordination and monitoring of agricultural programmes in particular, the NEPAD/CAADP and Environment programmes; the specialised AU programmes that are trans-boundary in nature dealing with trans-boundary pest and diseases, sustainable use of cross boundary natural resources and common problematic agro-ecological zones in Africa, which need collective efforts.

The transition from the OAU to the AU is a profound institutional change that will require tremendous effort and insight in order to produce quick and significant results and establish the credibility of the African Union commission. To facilitate the transitional process, two phases are envisaged. Phase one relates to the implementation of few priority activities that could produce some 'Quick wins'. The Department has identified 15 flagship projects as 'Quick wins', 6 of which are NEPAD agriculture programmes.

In implementing the Action Plan, the Department of Rural Economy and Agriculture will work in close collaboration and in partnership with all its key players; the NEPAD Secretariat, Regional Economic Communities (RECs), member states, regional and international institutions, the civil society and its other development partners.

The plan intends to contribute significantly to foster and complement the efforts and initiatives of member countries and of RECs. Hence it will need to build strong support and ownership of these activities among its partners. In this respect, the plan will be disseminated by the Commissioner and the staff of the Department of Rural Economy and Agriculture to further enhance consultations through a series of well targeted workshops with representatives from a wide range of stakeholders including: NEPAD, RECs, governments and civil society officials,

private sector associations and key development partners. These consultations will be a powerful stimulant for enhanced convergence of actions and to establish common framework, mobilise and build resources for continued assistance to Africa's agriculture and for the efficient delivery of the Department's development mandate of Africa's Agriculture.

## 1. INTRODUCTION

### Background and Scope

The establishment of the African Union (AU) provides the continent of Africa a great opportunity and momentum for economic, social and political integration by offering a promising and enabling environment for its member states to assimilate their economies into more viable entities that can compete at the global market. In its quest to build an integrated continent of Africa, the AU is driven by its vision: “*to build an integrated, prosperous and peaceful Africa, an Africa driven and managed by its own citizen and representing a dynamic force in the international arena*”.

The AU vision has a long-term perspective but the strategy to realise it is phased out between short, medium and long term<sup>1</sup>. In translating its vision into action, the Commission has doted itself with two documents: (1) The Strategic Framework of the Commission of the African Union (volume 2); and (2) the Action Plans of the Commission (volume 3). The process has been highly consultative engaging the active participation of all its Departments. The Strategic Framework maps the plan and strategic direction for 2004 to 2007 in order to effectively and efficiently fulfil its mission and identify the key elements that would enable the Commission attain its desired goals. The Action Plans of the Commission for 2004 to 2007 were formulated in a participatory manner involving all the Departments of the Commission and other key players in order to promote commitment and ownership and to create synergies between the Departments in the implementation of the plans.

The global objective of the AU Commission for 2007 is to “*consolidate institutional pillars and build the human network and strengthen the body work of integration*”. Within this framework, the “AU Commission aims to:

- Establish an effective and responsible African Union;
- Build consensus around a shared Vision and Agenda in the Continent
- Promote the emergence of societies based on the principles of rules of law, good governance and human security;
- Promote regional economic cooperation as a foundation for irreversible integration in the Continent;
- Develop infrastructure integration;
- Address the structural causes of poverty and underdevelopment; and
- Enhance the dynamism of African culture and creativity.

In order to carry out its agenda, the Commission will undertake two mutually reinforcing elements. (1) undertake profound *Institutional Transformation* of the Commission and its building blocks and (2) carry out the *Sectoral Action Plans* categorised into six key action areas that are in line with its strategic objectives. These six key areas are:

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<sup>1</sup> For details and specificity of the AU Commission’s gradual approach to its long-term objective, refer to the Strategic Plan of the Commission of AU. Volume 2: 2004-2007 Strategic Framework of the Commission of the African Union. May 2004

- definition of Shared Vision for the Continent;
- promotion of Peace, security and good governance;
- Regional economic integration;
- development of Infrastructure integration ;
- combating poverty and social development; and
- cultural renaissance of the Continent.

Each key action area is addressed through a number of priority programmes. To this effect, the Action Plans of each of the eight Departments<sup>2</sup> of the AU Commission address its six strategic objectives that form the basis of their Plans.

In this connection, the Department of the Rural Economy and agriculture, given its mandate and Department's objective, will contribute to the consolidation of Africa's regional economic integration (AU's Action Area 3) through its long term Vision - "*Africa free from Hunger*". It is a well-known fact that hunger is the most extreme manifestation of poverty and human deprivation. It is also known that poverty is at the root cause of hunger and under-nourishment. However, it is often over looked that hunger is also major underlying causes of poverty. In actual fact, hunger has wide ranging and costly implications. Wide spread hunger can compromise the productivity of individuals, the growth of entire nations and the sustainable use of natural resources through low productivity, increased poverty, increased mortality rates and sicknesses, and contributing to learning disabilities in children, among many other factors. Furthermore, hunger and poverty breed desperation that can translate into negative behaviours whose consequences may lead to endangering the stability of the communities, nations and the region as a whole. Elimination of hunger and reduction food insecurity is essential ingredient of any strategy for sustainable development and sound environment management. Indeed if the African Union Commission has to build an integrated and prosperous Africa, placing particular emphasis on food security as a priority programme is justifiable.

The strategic objectives of the Department of Rural Economy and Agriculture are embedded within the framework of the Strategic Plan of the AU Commission. This document returns and describes the Strategic Plan for the short-term horizon of 2004 to 2007. The Plan lays down the path that the Department will take to fulfil its vision, undertake its mission given its mandate and operational framework in the most efficient and effective manner. It is also expected to generate the greatest contribution and add value to already ongoing initiatives at country, regional and continental level in order to contribute to Africa's economic development by addressing hunger, poverty and agricultural growth.

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<sup>2</sup> They include: Rural Economy and Agriculture; Trade and Industry; Economic Affairs; Infrastructure and Energy; Political Affairs; Social Affairs; Peace and Security and Human Resources, Science and Technology.

## 1.2 The Mandate and Objectives of the Department of Rural Economy and Agriculture

The Second Ordinary Session of the Summit of the African Union held in Maputo, Mozambique in July 2003, approved the structure of the Commission African Union, which comprises of eight Departments, along with their mandates. Accordingly, the mandate of the Department of Rural Economy and Agriculture is to:

*“Initiate and promote policies and strategies that can contribute to the development of the rural economy and livelihoods through the improvement of agricultural productivity and growth of the sector as a whole”*. The Department is also charged with the responsibility of promoting measures that will contribute towards enhancing environmental sustainability and sustainable use of natural resources. This would be achieved through the Department’s efforts in:

- Promoting policy harmonization in the area of agriculture, natural resource management and environment
- Coordination of joint efforts among and between Regional Economic Communities (RECs) and member countries
- Advocacy and information dissemination
- Resource mobilization and capacity building

The Directorate’s Mission then is *“To work with Member States, African Institutions, Civil Society and development partners to reverse the poor state of rural economies in order to improve the livelihoods of the African people”*. In working with its partners, the Department would endeavour to facilitate and mobilise political, economical and technical support to champion Africa’s agricultural agenda at sub-regional, regional and global levels.

Within the scope of its Mandate, the main objectives of the Rural Economy and Agriculture portfolio are to:

- Promote measures to enhance agricultural production and productivity in order to attain food self-sufficiency and food security both at household and national levels across the continent;
- Promote measures to enhance the development of sustainable agriculture with concurrent improvement of the environment, paying particular attention to improved management of water and its resources including their cross border management;
- Promote the diversification of the rural economy so as to increase employment, income and improve quality of life for the rural people;
- Contribute towards the expansion of domestic and foreign trade for Africa’s agricultural products;
- Promote, facilitate and follow-up implementation of programmes and projects, in particular, the NEPAD programmes and CSSDCA projects;
- Contribute towards enhancing institutional capacities for rural development.

## 2. AGRICULTURE AND FOOD SECURITY IN AFRICA<sup>3</sup>

### 2.1 The State of Food Insecurity in Africa

While the developing world has made some progress in hunger and poverty reduction during the past three decades, Africa has lagged behind both in absolute and relative terms. The alarming country trends, high levels of under nourishment and persistent hunger in Africa compels the AU Commission to place reduction in food insecurity and hunger as an essential part of its agenda in its pursuit to build an integrated, prosperous and peaceful Africa.

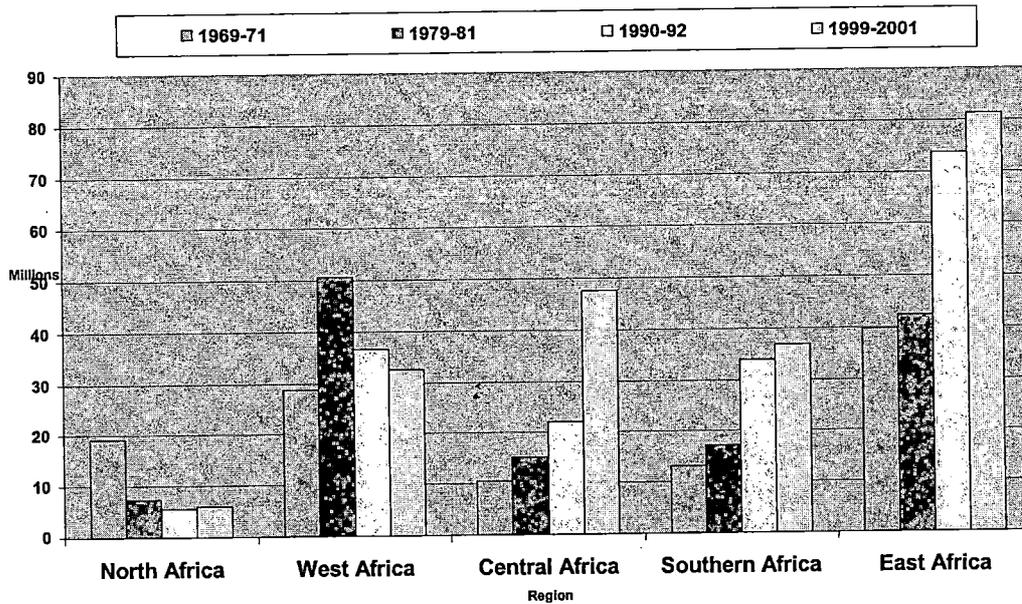
The world produces much more food than it required for all to have an adequate diet, yet FAO's estimates show that 842 million people (one person in seven) were undernourished in 1999-2001. The majority of these live in Africa and South Asia. Currently, a third of Africa's population (200 million) is suffering from chronic malnutrition. About 75% of the food insecure population resides in the rural areas albeit increasing urban food insecure. Each year, some 30 million require emergency food aid, which in 2000 amounted to 2.8 million tonnes. Africa is now the continent that receives the most food aid. Regional trends (fig 2) show that while the numbers of undernourished were reduced in Asia and Latin America and the Caribbean, the numbers continue to rise in Sub-Saharan Africa and in the Near East and North Africa. The projections further show that Africa is the only developing region where the numbers of undernourished will increase by 2015 if the current trends persist. Given this current trend, Africa will not achieve its World Food Summit (WFS) and Millennium Development Goals (MDGs) despite some noteworthy progress in certain dimensions in a selected number of countries. Sub-regional variation is evident (fig 1). For the past three decade, numbers of under-nourished population continued to increase in Central, Southern and East Africa while West Africa and North Africa have shown some decline.

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<sup>3</sup> (a) Agriculture, in its broadest sense, is inclusive of crop and livestock sub-sectors, forestry and fisheries.

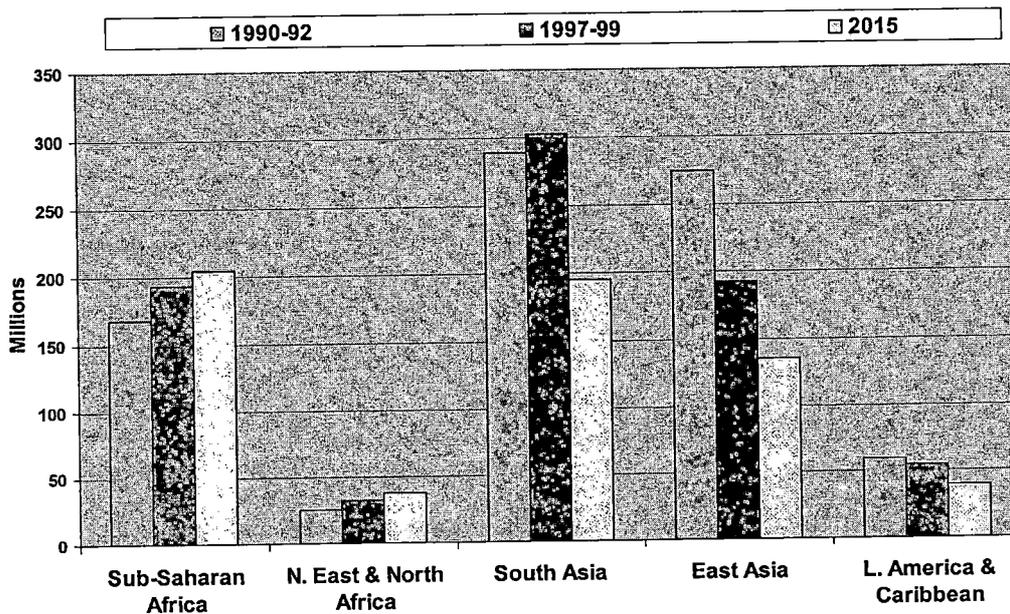
(b) Food security exists when *all people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life*. It has three dimensions: *availability, accessibility and stability*. Food insecurity is two-pronged: chronic food insecurity is a continuously inadequate diet caused by persistent inability to acquire food. Transitory food insecurity is a temporary decline in access to enough food. Food insecurity at national level is temporarily caused by fluctuation in domestic and international food production, food prices, and export incomes.

Fig 1: Under-nourishment in Africa by Region



Source: State of Food Insecurity in the World 2003: monitoring the progress towards the World Food Summit and Millennium Development Goals. *Table 1: pages 32 -33, FAO.*

Fig 2: Situation of Hunger by 2015 in Developing Regions of the World



Food insecurity situation in Africa has been aggravated by many factors. These factors are intertwined, ranging from socio-economic, environmental, cultural and political conditions of countries, and differ among countries and socio-economic groups within and among sub-regions. But in its broad context, food security is closely linked to poverty reduction,

sustainable use of natural resources, opportunities for fair trade, prevention and management of natural disasters and man-made social and political conflicts.

## **2.2 The Importance of Agriculture**

Placing priority on agricultural development (including crop and livestock sub-systems, forestry and fisheries) in Africa is vital to address the alarming trends and high levels of under-nourishment. Improved agricultural growth is essential if Africa is to reduce poverty and hunger. Agricultural-led development generates economic growth, lowers the burden of food imports and opens the way to expanding exports. Increasing agricultural productivity, expanding exports and producing higher value crops all raise agricultural profitability and the incomes of the population.

The importance of agriculture cannot be overemphasised. The majority of Africa's population is still overwhelmingly rural amidst a growing urban population. Agriculture is therefore the principal economic preoccupation for most of Africa's people. At present, agriculture accounts for about 60 percent of Africa's employment. It supports some 70-80 percent of the total population, including 70 percent of the region's extreme poor and undernourished. Agriculture provides tax revenues and supplies a wide range of raw materials to agricultural based local manufacturers. Processing agricultural products, accounts for two thirds of manufacturing value-added in most African countries. Not only are the sectors important for the region's economic growth, rural households' diverse sources of livelihoods also do depend on the activities derived from these primary sectors. The livelihood of farm households is, in turn, influenced within the local economy by farming systems, resource endowment and institutional factors (access to and organization of resources, markets and information, finance, public and private institutions and services). In the rural areas, non-farm activities have close and reinforcing linkages to the farm economy.

Livestock is a major part of African agriculture's production and consumption systems, thus playing a significant role in food security through sales and purchase of meat and dairy products. Overall studies show that farmers engaged in crop-livestock activities earn half or more of their cash incomes from animal products. Small ruminants are important in the livestock systems of Africa. Traditionally, goats and sheep are grazed on natural vegetation in all the agro-ecological zones and are often a source of meat. Use of animals for traction is a common feature of livestock-crop systems. Conventionally, animal traction was promoted as a low-cost alternative to mechanized land preparation in response to the perceived labour constraint in agriculture in the semi-arid and sub-humid areas where tsetse fly is not prevailing. The arid and semi-arid zones hold 57% of total ruminant livestock, the highlands account for 17% and the humid zone accounts for only 6%. Small-scale farms and households own the majority of livestock resources in Africa.

Fish is also one of the major protein sources for many people in the region. Fisheries, including marine and inland fisheries and aquaculture, contribute significantly to local and urban markets. Much of the catch is for export and non-African fleets undertake a considerable portion of the exploitation. Isolated artisan and inland fisheries are important

for household food security but have received little support and are under-reported. Yet, they have a considerable potential for improved yield from application of appropriate technology and from better handling. The region's aquaculture potential is high, although regional production accounts for less than 1% of the global total. West Africa and Southern Africa are the two major contributors to the continent's total fish production.

Forestry's contribution to food security in the region is multifaceted. It directly contributes to food security by enhancing rural household's incomes through commercialisation of wood and non-wood forest products and through commercial forestry activities, plantation development and forest-processing industries. The forest-derived foods (nuts, fruits, bush-meat, etc.) contribute directly to household food security, especially in the rural areas. For instance, bush-meat consumption supplies over half of protein intake in the rural areas of most of West and Central Africa; wild nuts and fruits are crucial to diets especially to rural children, and yet agricultural statistics fail to reflect this contribution to food security. Forest income, during lean seasons, provides a safety-net access to food. Forests also provide an environmental dimension to agriculture through maintenance of water supplies from forested catchments areas and protection from flash floods and irrigation. They protect soil fertility through fallowing and erosion, particularly on mountain slopes.

Therefore, improved production and productivity of the primary sectors (crop and livestock sub-sectors, forestry and fisheries) have a direct effect on the food security situation and economic growth of the continent. In addition to improved production systems, other factors such as available income and employment opportunities, improved food processing, marketing and distribution systems, cultural and traditional norms, socio-political conditions and settings and the recognition of contributions made by different socio-economic groups (such as women, men, youth, small and large scale farmers, etc.) to the agricultural sector significantly affect food security situation of countries and the region as a whole.

The diversity of Africa's regions due to variations in resource endowments, level of development, and challenges and opportunities, makes it impossible to prescribe a homogenous approach to addressing agricultural productivity, growth and food security. To address these issues in Africa, it is essential to highlight the elements of regional differences in terms of their respective resource bases, constraints and potentials.

### **2.3 Challenges, Constraints and Opportunities**

#### Challenges

For the past three decades, despite pockets of progress, Africa has been characterized by stagnant economic growth, declining income per capita and deteriorating per capita food production and availability (inclusive of imports) resulting into high incidence of poverty, rampant food insecurity and child malnutrition.

Low agricultural production and stagnating trends in productivity, during the past decades, have led to disappointing trends of Africa's agricultural exports, increasing food supply gaps, increasing food imports and food aid. In the global market, Africa's performance in

trade has been discouraging and had lagged behind the rest of the world in terms of overall trade, and in agricultural trade in particular. The continent's share of world trade fell from 3.1 percent in the 1950s to only 1.2 percent during the 1990. Africa's share of world agricultural exports has also declined significantly, falling from 8 percent in 1971-1980 to only 3.4 percent in 1991-2000. At the same time, food and agricultural imports constitute a significant drain on foreign exchange in many African countries. For the past 30 years, Africa's agricultural imports have been increasing faster than exports, making the region a net agricultural importer since 1980. Trade deficit diverts scarce foreign exchange away from investment and consumption.

Agricultural performance indicators show that sub-Saharan Africa falls well below other developing regions in the proportion of area irrigated, value added per worker, fertilizer levels, and productivity growth in both crops and livestock activities. In sub-Saharan Africa less than 4 percent of the cropped area is irrigated; value added per worker in agriculture and cereal yields are much lower than in other developing regions. Agriculture's relatively weak, and often declining performance is symptomatic of inadequate investments in agricultural infrastructure, in particular water control, rural roads and storage facilities, human capital, research and extension networks, and long-term crisis management. Relative to other developing regions, Africa's agriculture is under-capitalized, uncompetitive and under-performing.

#### Constraints

Many factors have contributed to this state of affair. Africa's policy environment has been generally inconsistent and unstable. Shifts in policy paradigms have failed to overcome challenges to the sector as a whole, and have not been able to provide guidance for appropriate interventions. For instance, Introduction of market reform policies and the withdrawal of state involvement in marketing and other agricultural services were based on the expectation of a greater participation of the private sector. However, private sector participation has not always been forthcoming and hence creating an institutional vacuum in the sector. In part, the reforms overlooked specific characteristics of African agriculture as well as serious institutional deficiencies that have in turn been translated into high transaction costs that effectively prevent the private sector from participating and take up some of the functions abandoned by the state.

Policy instability and fragmentation has led to low and declining investments in agriculture, forestry and fisheries. In sub-Sahara Africa, national government expenditure on agricultures as a share of total expenditure declined from around 6.3 percent in 1990/91 to 4.6 percent by the end of the decade. Unfortunately, in many countries in Africa, the development budget is relatively small and largely financed externally. However, international assistance is also in decline. In Africa, agricultural aid fell from US\$4 billion in 1990 to only US\$2.6 billion in 1999, a fall of 35 percent. Overseas Development Assistance (ODA), the main measure of public sector aid flow to African countries fell by 50% between 1990 and 2000.

Underlying the policy environment has been the failure, especially by the smallholder sub-sector, to adopt much needed modern and improved technologies. This is due, in part, to

low purchasing power, lack of effective credit facilities and inappropriate technologies that have not addressed socio-economic needs and differentials of rural farm households<sup>4</sup>. Costly inputs such as fertilizers have not been widely used. Moreover, fertilizer use has not yielded significant results due, in part, to the region's high dependence on rain-fed agriculture<sup>5</sup>. Soil fertility is declining with an important loss of nutrients equivalent to 100 kg/ha/yr, while the average fertilizer consumption in sub-Saharan Africa is 10 kg /ha/yr. Vulnerability of rain-fed agricultural systems is critical to Africa. This is particularly true in the Sahelian zone of northwest Africa, Sudanian zone and in the semi-arid area zones in the other parts of the continent. In addition, due to population pressure, the intensification of agriculture is challenged by weak fragile tropical soils that are exposed to deforestation and land degradation. Poor management of land and other natural resources threatens future crops and livestock production.

A significant problem across the region is accelerated degradation of the natural resources upon which agriculture depends. Human-induced land degradation -linked to rapid population growth and slow introduction of improved technologies and weak capacities for natural resource management- is a significant problem in most countries. The over-exploitation of cropland, the overgrazing of rangelands, deforestation and poor water management has led to serious degradation of the environment and desertification, particularly in the Sahel. Annual deforestation in Africa has increased because of a number of causes, including population growth, overgrazing, inappropriate cropping practices, fuel wood collection, and armed conflicts with their trail of refugees. These factors are leading to desert encroachment on the desert fringes and degradation of wetland areas. In addition, benefits of trans-boundary water resources have not been fully exploited by African countries. Furthermore, outbreaks of pests and diseases and trans-boundary infectious diseases have had devastating effects on agriculture, the environment and food security.

Reducing food losses and adding value to agricultural produce is important for stimulating agricultural productivity and growth, but at the household level, persistent problems related to post-harvest losses due to low technologies, inadequate storage facilities, lack of packaging materials and appropriate processing equipment, have compromised the value-added advantage and productivity<sup>6</sup>. Marketing problems have also contributed to poor performance of agriculture in the Region. Agricultural marketing problems are characterized by small and isolated markets, dispersed producers whose marketed surplus fluctuate yearly, poor rural infrastructure in terms of rural feeder roads, secondary road networks, transport and transportation systems, telecommunication facilities etc.

Women produce most of the food crops in Africa and account for over half of the agricultural labour force. They play a crucial role in guaranteeing food security, as producers, processors and traders. In addition they play vital roles in other agricultural activities, such as cash crop production, livestock production, fish production, firewood collection, the gathering of forest products, agro-processing and the marketing of

<sup>4</sup> For example; Africa's women farmers have often not been able to benefit adequately from new technologies which were often too expensive, inefficient to use and inappropriate for crops grown by women farmers.

<sup>5</sup> Of the whole region, North Africa has the highest irrigated land of about 40%. The rest of the region has a proportion of only about 3.7% of arable land irrigated.

<sup>6</sup> Estimates show that up to 20 to 25% of food grain is lost after harvesting.

agricultural products. Most of their work, however, remains invisible and is not fully accounted for in agricultural surveys and censuses used for agricultural planning, policy formulation, monitoring and evaluation.

Indigenous customary land tenure systems are still prevalent in countries, especially in sub-Saharan Africa. Although these systems are generally based on various forms of group control, which may allow balanced management of communal property, they represent in many cases an obstacle to the adoption of more advanced techniques, requiring long term investments, particularly when they are not being recognized. Furthermore, in some places, they have ceased to function effectively.

In addition, the number, scale and intensity of emergencies in Africa have all been increasing due to both natural disasters, diseases (with the devastation of HIV/AIDS), droughts and human-caused calamities, including civil strife and conflict. Wars and related factors have become the single most serious cause of food insecurity in much of the region. In 1994, out of the world total of 32 million victims of disasters receiving relief assistance from the World Food programme (WFP), 21.5 million were living in Africa. Of these, nearly two-thirds were the victims of human-caused disasters, distributed among West and Central Africa (4.6 million), the Horn and East Africa (3.9 million) and Southern Africa (5.6 million).

#### Opportunities

On another note, Africa's diversity in its natural resources breeds opportunities for progress. In addition, regional integration is indispensable for the transformation and growth of Africa's economies and for its market to compete at global level. A sub-region approach takes advantage of economies of scale and can drive productivity and income growth at the country as well as the regional levels. Africa needs to take advantages of such opportunities. The changing international context and initiatives also provides it with the opportunities that can open ways to benefit from the globalisation. Initiatives such as: Doha Rounds coupled with "*Everything but Arms*"; the Monterrey Consensus; the implementation of the Africa Growth and Opportunities Act (AGOA) as well as emerging opportunities from the G-8 Summit in Kananaski, Canada 2002 on NEPAD initiatives and the TICAD process in Japan 2003. These and other initiatives could lead to increases in Overseas Development Assistance (ODA) flows to Africa and facilitate access for its exports into the global market and renewed international commitment to assist Africa and its people lift themselves out of endemic poverty. However, these opportunities can only be fully explored if Africa mobilises itself and collectively addresses the continent's underlying structural constraints. The NEPAD Comprehensive Africa Agriculture Programme (CAADP) and the environment action plan provide Africa with the momentum for the concerted efforts and collective focus to champion the agricultural agenda.

### **3. THE DIRECTORATE OF RURAL ECONOMY AND AGRICULTURE**

#### **3.1 Structure of the Department**

Currently, the Directorate comprises of three divisions, namely: Natural Resources and Environment; Rural Economy; and Agriculture and Food Security Divisions. The programmes of the department under the Union are:

- Crop production, protection, utilisation and marketing;
- Livestock, rangeland management and Fisheries;
- Natural resources and environment; and
- Rural development.

In addition, the department has, under its jurisdiction, the regional offices and specialised projects as follows:

- a) The Inter-African Bureau for Animal Resources (IBAR), based in Nairobi, Kenya;
- b) Pan- African Veterinary Vaccine Centre (PANVAC), base in Debre Zeit, Ethiopia;
- c) The Pan African Tsetse and Trypanosomiasis on the eradication of the tsetse fly (PATTEC) based at the African Union, Ethiopia;
- d) The Inter-African Phytosanitary Council (IAPSC), based in Yaounde, Cameroon; and
- e) The Semi-Arid Food Grain Research and Development (SAFGRAD), based in Ouagadougou, Burkina Faso.

#### **3.2 Framework of Operation**

##### **3.2.1 Strategic Framework**

African countries signed up to the Millennium Declaration in the year 2000 that defined eight Millennium Development Goals (MDGs). The MDGs represent a determination by all governments to create an environment, individually and collectively, conducive to development and to halving hunger and poverty by 2015. These goals, particularly the ones eluding to the eradication of extreme poverty and hunger and ensuring environmental sustainability, constitute the basic framework against which African Development efforts, and in particular, the efforts of the Department of Rural Economy and Agriculture (DREA) of the African Union, will be mainly measured over the coming periods. The interventions of the Department of the Rural Economy and Agriculture will fall within the framework of the MDGs and contribute to their achievement. Embedded within this framework are commitments agreed by African governments during the World Food Summit (WFS) including WFS:five years later and the outcome of the World Summit on Sustainable Development (WSSD).

At the continental level, the Vision of the New Partnership for Africa's Development (NEPAD), in particular, the Comprehensive Africa Agriculture Development Programme (CAADP) and the environmental Action Plan of the NEPAD lay out for DREA an integrated framework of development priorities for agricultural recovery in Africa. The

CAADP programme and the Environmental Action Plan of NEPAD provide African governments, in collaboration with their development partners, an opportunity for renewed and re-focused efforts to reverse decades of stagnating economic growth, low agricultural production and declining productivity, food insecurity and increased poverty in the region.

Furthermore, in realizing the critical role of agriculture in the Continent and the urgency to reverse the agricultural malaise, the African Heads of State and Government have expressed their strongest political support for agriculture and rural development in Africa through the *Maputo Declaration on Agriculture and Food Security in Africa* in July 2003 and the *Sirte Declaration on the Challenges of Implementing Integrated and Sustainable Development on Agriculture and Water in Africa* in February 2004.

This overall framework is, therefore, the core driving force of the Strategic Plan for the Department of the Rural Economy and Agriculture for the period 2004 to 2007.

### 3.2.2 On-going Direct Areas of Intervention

Under the structure of the AU Commission, the activities undertaken by IBAR, PANVAC, PATTEC, IAPSC, and SAFGRAD are directly supervised and coordinated by the Office of the Commissioner of Rural Economy and Agriculture. An overview of current objectives and programme activities are highlighted in Box 1. These programmes are being critically reviewed, streamlined and their activities are part of the Strategic Plan for the Department.

#### Box 1: On-going Programme Activities of Regional Offices under the Department of Rural Economy and Agriculture: An Overview.

##### Introduction.

Agricultural sector will remain in the foreseeable future the most important sector for addressing food security and poverty reduction in Africa, hence, expanding the productive capacity of the sector and accelerating its growth in a broad-based and sustainable manner constitute the prerequisites for improving the standards of living in the region. Combating the problem of food insecurity goes beyond individual country and sub-regional approaches. Africa faces challenges and constraints that are trans-boundary in nature, they include issues of diseases and pests, sustainable use of cross boundary natural resources, and common problematic agro-ecological zones. Addressing these issues effectively requires concerted and collective efforts at the continental level. It is to this effect that the specialised programmes below have been integrated into the Strategic Plan of the Department of Rural Economy and Agriculture of the African Union.

##### The Inter-African Bureau for Animal Resources (IBAR)

IBAR was created by the African Rinderpest Conference of 1948 and was established in Nairobi in 1951 as the Inter African Bureau of Epizootic Diseases (IBED). In 1964 it was integrated into the OAU as a specialised agency (ABAH). IBAR succeeded IBED. Its objectives were:

- Coordinate activities of member states in the fields of animal health and production
- Collect, collate and disseminate information in all aspects of animal health and production
- Initiate, develop, and execute projects in the field of animal health and production; and
- Liaise with the appropriate authorities of member states, regional groups, inter-governmental and international organisations.

The re-emergence of Rinderpest in Africa in the 1980s caused direct and indirect losses amounting close to US\$ 500 million and US\$ 1 billion respectively<sup>7</sup>. In response to this calamity, African Heads of State and Government

<sup>7</sup> Strategic Development Plan. Pan African Veterinary Vaccine Centre (PANVAC)/ African Union. Debre Zeit, Ethiopia.

**Box 1: On-going Programme Activities of Regional Offices under the Department of Rural Economy and Agriculture: An Overview.**

requested the OAU to seek the assistance of the donor community to control the disease. IBAR consequently set up the Pan African Rinderpest Campaign (PARC) with the fundamental objective of eradicating rinderpest from Africa and to revitalise the veterinary services. The PARC project implemented from 1986 to 1998 is widely perceived to have been very successful.

Following the evaluation of PARC and its recommendations, the Pan-Africa Programme for the Control of Epizootic Diseases (PACE) project (1999-2004) was formulated as a successor of PARC. The separately-funded Community based Animal Health and Participatory Epidemiology (CAPE) project is an integral part of PACE. With the transformation of the OAU into the AU in 2001, IBAR is one of the specialised agencies placed under the Department of Rural Economy and Agriculture. Like all other specialised agencies of the AU, it is undergoing a review process. It has been emphasised that, in addition to animal health and livestock production, IBAR's mandate could be broadened to include marketing, trade and food security.

**Pan- African Veterinary Vaccine Centre (PANVAC)**

Alongside crops, livestock industry plays a vital role in African economies. However, its development is seriously hampered by the negative impact of trans-boundary infectious diseases such as Rinderpest, contagious bovine pleuropneumonia, Foot and Mouth Diseases, Lumpy Skin Disease, Peste des petits ruminants, African Swine Fever, and Newcastle Disease. These diseases contribute to reducing Africa's capacity to achieve self-sufficiency in animal proteins.

Since the PARC control programme was going to heavily centre on vaccination, it was recognised and acknowledged that the availability of good quality vaccines was essential for the success of the programme. To this effect, Regional Quality Control and Training Centres were established at Debre Zeit, Ethiopia and Dakar, Senegal using FAO TCP funds in 1986. Under the funding of the UNDP, both centres, which were later merged into one centre, were renamed Pan African Veterinary Vaccine Centre (PANVAC). The PANVAC mandates were: international Quality Control testing of Africa's priority vaccines; biological standardisation and control; vaccine technology transfer; and training and technical backstopping of national laboratories. The programme suffered a number of setbacks due to funding problems. The programme activities resumed in February 2004. The official launching of PANVAC as an AU specialised agency was in March 2004. Its development objective, under its perspectives as AU's regional centre, is to promote capabilities to take better advantages of veterinary vaccines and biological materials benefits, for a sustainable livestock production through capacity building in veterinary vaccines production and quality assurance of other biologicals.

**The Pan African Tsetse and Trypanosomiasis on the eradication of the tsetse fly (PATTEC).**

About 37 African countries are at risk of tsetse-transmitted trypanosomiasis that is causing devastating damage to human lives and their livelihood. Over 60 million people in these countries live at risk of becoming infected with the disease. In addition, Africa loses over 3 million cattle and other domestic livestock through death caused by trypanosomiasis. Attempts to control and eradicate the disease and its vector at individual country level and in an isolated manner have not been effective. In view of the continuing threat of the disease, the Heads of State and Government passed the decision advocating the eradication of tsetse flies from the continent of Africa at the OAU Summit in Lomé in 2000. Following this decision, The Pan African Tsetse and Trypanosomiasis Eradication campaign (PATTEC) programme was developed. The programme is a collective, coordinated effort of African countries aimed at ridding Africa of trypanosomiasis through the eradication of tsetse flies. Within the framework of the Department of the Rural Economy and Agriculture, the removal of the trypanosomiasis constraint is vital to addressing issues of food insecurity in Africa.

Activities of the PATTEC programme have included, *inter alia*: raising awareness among policy makers; identifying national focal points; strengthening national capacities and capabilities, identifying research needs, searching for long-term funding for PATTEC activities.

**The Inter-Africa Phytosanitary Council (IAPSC)**

The primary mission of the IAPSC of the African Union is to coordinate phytosanitary policy in Africa. It is an intergovernmental organisation with 53 member countries under the umbrella of the AU. Under the International Plant Protection Convention, the IAPSC is the regional organisation for Africa. IAPSC coordinates plant protection

**Box 1: On-going Programme Activities of Regional Offices under the Department of Rural Economy and Agriculture: An Overview.**

procedures in Africa. The objectives of the Council include: information management to serve African and international plant protection organisations; encouragement for the harmonisation of African phytosanitary regulations; development of regional strategies against the introduction and spread of plant pests and diseases; and promotion of safe and sustainable plant protection techniques.

**The Semi-Arid Food Grain Research and Development (SAFGRAD)**

The semi-arid agro-ecological zone encompasses 35 African countries. The zone accounts for 80 percent of the population and includes many of the poorest countries in the semi-arid areas. In response to the recurrent droughts, the virtual lack of appropriate and economically feasible technologies to improve agricultural production in semi-arid agro-ecosystems and the food security crisis in 1970, the Heads of African States and Government of the OAU established SAFGRAD in 1977. Its initial global objective was to improve the production and productivity of traditional farming systems with emphasis on food grains such as maize, sorghum, millets, cowpeas, and other grains. Achievements from the programme, among others, include the development and dissemination of several early and extra early crop cultivars and their adoption by farmers in semi-arid region; and capacity building of scientist and technicians.

With the changing agricultural context and challenges in the region, the AU has revitalised and reoriented the SAFGRAD programme following its Decision No. Assembly/AU/Dec.17(II). The programme is broader in its perspective and coverage. Currently, SAFGRAD's mandate is to contribute to the advancement of agricultural research, technology transfer and marketing as well as the management of natural resources by facilitating and coordinating the use of the scientific talents of National Agricultural Research Systems (NARS), International Agriculture Research Centres (IARCs), and Scientific Research Organisations (SROs) to enhance food security, promote sustainable agriculture, development of irrigation agriculture, both in rural and peri-urban areas of the semi-arid zones of Africa.

### **3.2.3 Integration of NEPAD Agriculture Programme Activities**

The 2<sup>nd</sup> Ordinary Session of the Assembly of the African Union held in Maputo in July 2003 adopted the *Declaration on the Implementation of the New Partnership for Africa's Development (NEPAD)*. Paragraphs 8 to 11 addressed the issue of integration of NEPAD into the AU structures and processes. The Declaration mandated the Chairperson of the AU commission in consultation with the Chairperson of the Heads of State and Government Implementation Committee to, *inter alia*, formalise the working relations between the Commission and the NEPAD Secretariat, especially for programme coordination and harmonisation. In this respect, DREA has worked in close collaboration with the NEPAD Secretariat and the NEPAD agricultural activities are integrated into the Plan.

### **3.3 The Consultative Process**

The Department's Vision has been defined with the objective of making its interventions more focused on leadership and advocacy roles including coordination and harmonisation of joint efforts and facilitation of actions in order to improve agricultural production and productivity and enhance rural development in a sustainable manner. In order to ensure that its Vision is shared by its stakeholders, the department under the leadership of the Commissioner adopted a broad based consultative process for the elaboration of the vision and mission. It undertook a series of brainstorming sessions and received inputs on the way forward for the Africa Union of the twenty first Century. The ideas and exchange of views and experience have been used in the formulation programme of work for the next four years. In addition, an Expert Group Meeting was organized in April 2004 in order to

further brainstorm and assist in the elaboration of an action plan of the department for the four year period.

The broad based consultations have helped crystallized the department's areas of intervention around the key critical issues and major actions. In this connection, six programmes have been developed.

#### **4. STRATEGIC AREAS AND PROGRAMMES FOR THE PERIOD 2004 TO 2007**

##### **4.1 The Vision Statement**

Under the Commissioner of Rural Economy and Agriculture, the Vision of the Department is *An Africa free from hunger and poverty beyond 2015*". The short-term goal is to attain "conducive environment and concrete actions for reducing food insecurity by 2007 and the medium target is "implementable policies and programmes for the reduction of food insecurity by 2015.

##### **4.2 Strategic Areas for Intervention**

To be effective, the Department will focus its interventions on selected key areas where it can take leadership to add value and make a significant and measurable impact on Africa's agricultural and rural development. Focussing at regional and continental levels, the role of the Department is to assist member countries beyond their individual country borders by helping them integrate their economies into relatively more viable economic entities so as to improve intra-regional trade and compete in the global market. Despite Africa's diverse potential within its sub-regions, it is disadvantaged because of its fragmented production capacity and small market base. Regional integration is indispensable for the transformation and growth of Africa's economies and for its market to be competitive. To this effect, the Department will work in close partnership with Regional Economic Communities (RECs) and other regional bodies to support agriculture and rural development activities and natural resource management issues. It will also work with various relevant organizations in Africa in search for closer regional cooperation and integration. In particular, it will capitalize on its leadership and advocacy role to assist and promote harmonisation of agricultural policies, natural resource management and environmental policies, harmonisation of agricultural trade policies and convergence of efforts in these areas.

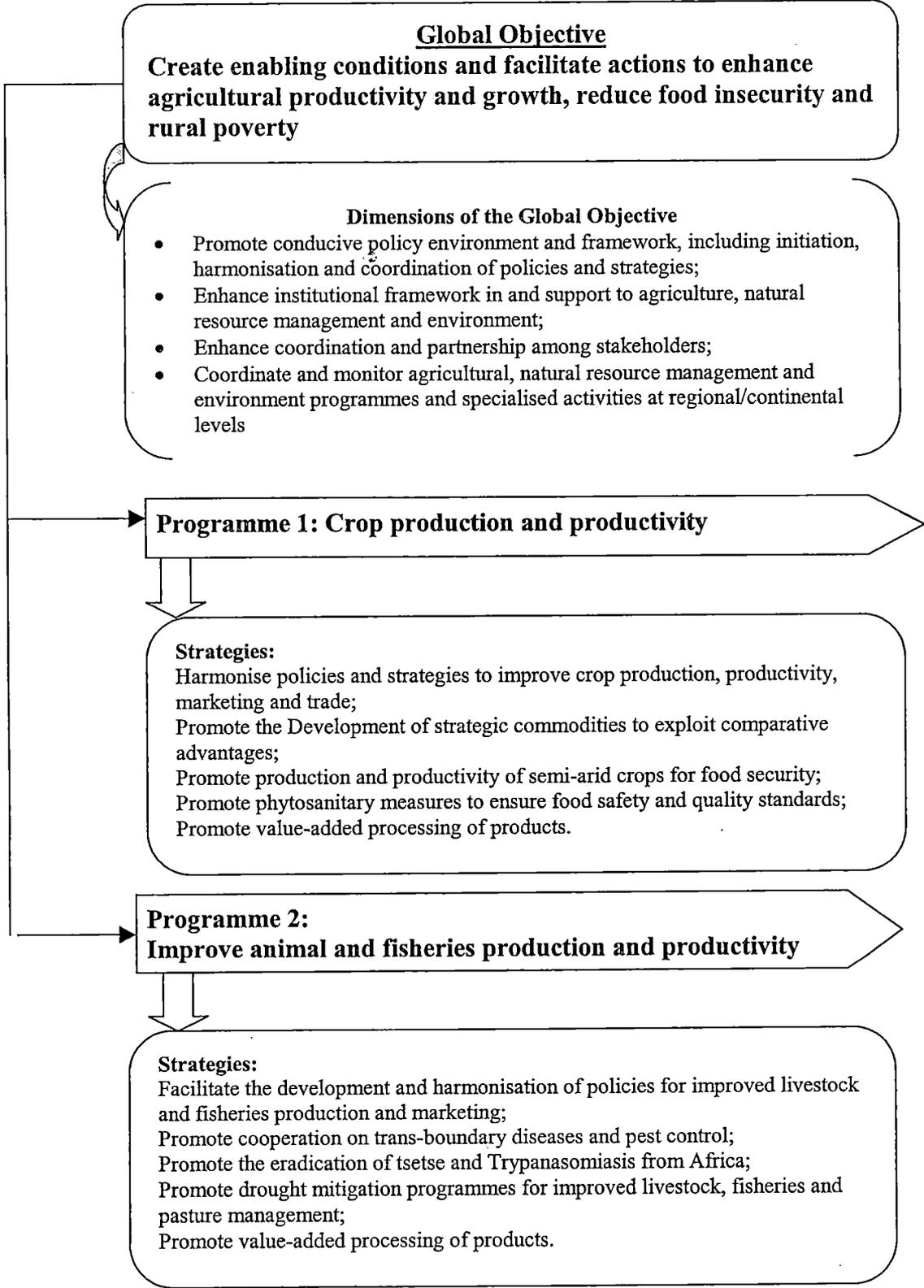
It will also engage in true partnership with member countries including all their relevant stakeholders and partners both within and outside Africa (international development partners, private sector, civil society and non-governmental organizations). The Department of Rural Economy and Agriculture is well placed to serve as a catalyst and a focal point for collaborative efforts in Africa's agriculture.

In more general terms, the Department will be more effective in its role if its areas of intervention are focused on:

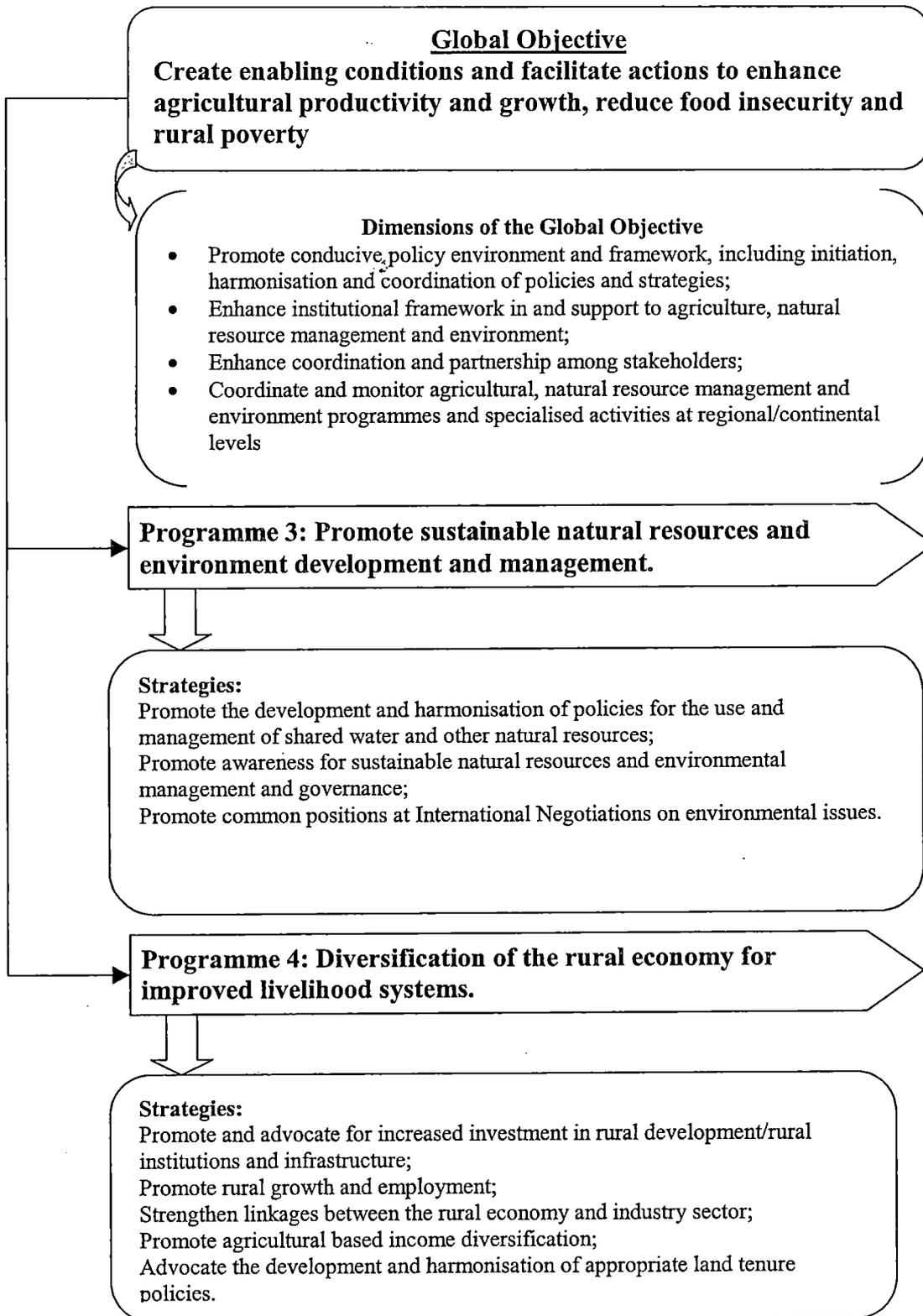
- Harmonisation
- Advocacy
- Strategic thinking
- Information dissemination/knowledge management
- Capacity building and
- Monitoring and evaluation.

Chart 1 below describes the sketch of the strategic framework whose Action Plan is presented as Annex 1.

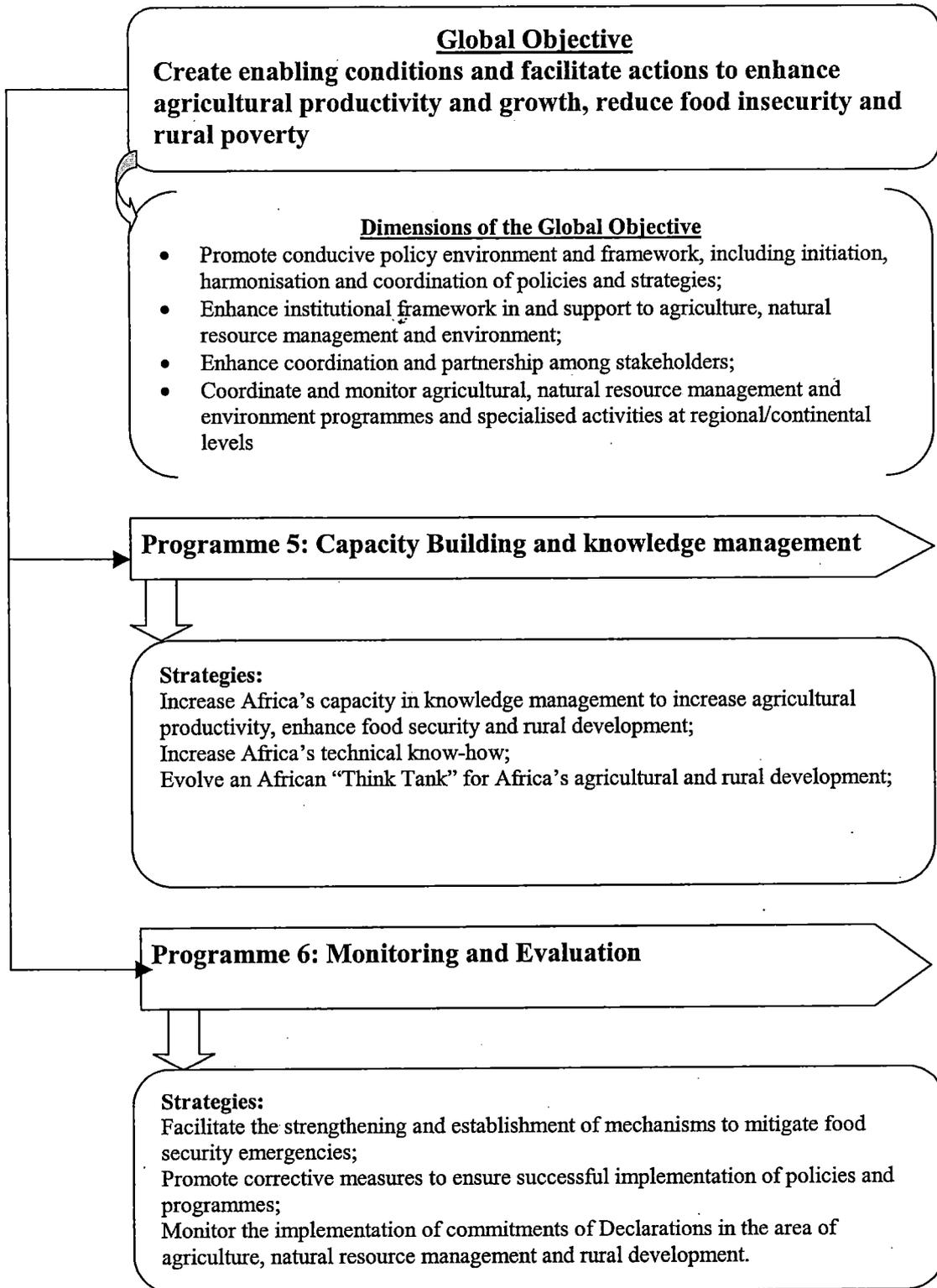
**Chart 1: Strategic Plan**



**Chart 1: Strategic Plan (Continued)**



**Chart 1: Strategic Plan (continued)**



### 4.3 Strategic Objective and Programme Elements

The Global Objective of this first four-year Plan of the Department of Rural Economy and Agriculture is to “*Create enabling conditions and facilitate actions to enhance agricultural productivity and growth, reduce food insecurity and rural poverty*”. The global objective has four dimensions, namely:

- Contribute to achieving conducive policy environment and framework, including initiation, harmonisation and coordination of policies and strategies in agriculture, natural resource management and environment;
- Enhance institutional framework in and support to agriculture, natural resource management and environment;
- Enhance coordination, networking and partnership among stakeholders involved in agriculture, natural resource management and environment;
- Coordinate and monitor regional/continental programmes and specialised activities.

To realize the vision, six specific objectives are defined as follows:

1. Contribute to improvement in crop production and productivity, processing, marketing and trade;
2. Contribute to improvement in animal and fisheries production and productivity, processing, marketing and trade;
3. Promote sustainable natural resources and environment development and management;
4. Promote diversification and linkages in the rural economy in order to increase employment, incomes and improve rural livelihood systems;
5. Build Africa’s capacity and knowledge management in agricultural/rural development, natural resource management and environment;
6. Promote good governance of agricultural programmes and monitor their implementation.

### 4.4 Programme Elements

The specific objectives spelled out in section 4.3 are also programme elements of the Department Rural Economy and Agriculture. All told, there are six Programme Elements. The activities of the programmes will comprise of:

- a) On going consolidation of activities being undertaken by regional offices and specialised programmes;
- b) Activities that take into account CAADP programmes and the Environment Action Plan of NEPAD. In particular, outcomes of the 2<sup>nd</sup> Ordinary Session of the Assembly held in Maputo in July 2003 and the Extra-Ordinary Summit on agriculture and water held in Sirte, Libya in February 2004 are well integrated into the programmes;

c) NEPAD agriculture Plan of Action activities.

The programme elements are briefly described below:

#### **4.4.1 Crop Production and Productivity Improvement**

Within the framework of the New Partnership for Africa's Development (NEPAD), reduction of hunger and poverty has been identified as one of the overarching goals for Africa's development.

The Comprehensive Africa Agriculture Development Programme document clearly points out that Africa's heavy reliance on irregular and unreliable rainfall for agricultural production is a major constraint on crop productivity. Rain-fed agriculture is also often unable to permit high-yield varieties of crops to achieve their full production potential. Yet only 7 percent of arable land in Africa and barely 3.7 percent in Sub-Sahara Africa is irrigated. Moreover fertility productivity is in Africa 36 percent lower than Asia and 92 per cent lower than in developed countries. Africa lags behind all other regions in terms of farm productivity levels with depressed yields and limited use of irrigation and other inputs. Vital towards the competitiveness of the crop value chain is the need for good rural infrastructure (roads, markets, storage and handling systems, input supply networks) yet rural infrastructure is weak in Africa. Given the current food self-insufficiency and insecurity in the continent, improving food security has been assigned high priority in order to fight hunger, poverty and contribute to improved human and livestock health. The programme element specifically addresses itself to facilitate all CAADP/NEPAD pillars as well as the programmes activities of SAFGRAD and IBAR. Under this programme, the Department aims to create enabling conditions and facilitate action that will contribute to improvements in sustainable crop production, processing, marketing and trade.

The strategies to attain the programme's objective are:

- Facilitate consultations to develop and harmonise policies and strategies to improve crop production, productivity, marketing and trade;
- Promote the development of Strategic Commodities to exploit comparative advantage;
- Promote production and productivity of semi-arid crops for food security;
- Promote phytosanitary measures to ensure food safety and quality standards; and
- Promote value-added processing of products.

Expected results of the programme element will contribute greatly to crop production and productivity. They include: improvement in production and productivity of Semi-Arid crop production; harmonised policies at regional level that would contribute to improvement in crop production, processing, marketing and trade; harmonised policies on food safety, quality standards and GMOs; improved input supply systems; awareness of best practices in irrigation and identified strategic commodities with potential and comparative advantage in production, processing and trade; as well as effective implementation of CAADP Pan African Cassava and NERICA rice initiatives.

#### **4.4.2 Improved Animal and Fisheries Production and Productivity**

Livestock production is second only to crop production as far as source of livelihood means in rural Africa is concerned. The development of the sector however is constrained by many of the limitations that the crop sector faces. Amongst these are droughts, poor markets, poor productivity and production resulting from low levels of technology adoption and adaptation, pest and diseases, increasing competition for space due to increasing human population and increasing demand for land for agriculture and settlement. Addressing these problems and others would require close collaboration between the livestock and crop production sectors. Consequently the four-year plan for the sector is intended to contribute to achieving the global objective through the following strategies:

- Facilitate the development and harmonisation of policies for improved livestock and fisheries production, marketing and trade;
- Promote cooperation on trans-boundary diseases and pest control;
- Promote the eradication of Tsetse and Trypanosomiasis from Africa;
- Promote drought mitigation programmes for improved livestock, fisheries and pasture management;
- Promote investment in livestock and fisheries; and
- Promote value-added processing of products.

The expected results that will contribute to the achievements of this programme elements include: harmonised policies at regional level that would contribute to improvement in animal and fisheries production, processing, marketing and trade; consensus on policies, standard and regulatory framework on food safety, quality standard and GMOs; improved input supply system for livestock and fisheries sub-sector; identified key products for production, processing and trade; reduction in trans-boundary diseases and pest eradications of Tsetse and Trypanosomiasis.

#### **4.4.3 Promote Sustainable Natural Resources and Environment Development and Management**

The development and sustainable use of the environment and natural resources is an important pre-requisite for the attainment of food security, food self-sufficiency and poverty eradication. Environment and natural resources issues are crosscutting and impact on all aspects of economic and social life of the people of Africa. In view of this important nexus between social, economic and environmental development, this programme element is included as a priority programme. It complements the Environment Initiative of NEPAD and promotes the Commission's political and policy role in implementing the Initiative through promoting environmental governance on the continent.

The programme element also specifically addresses itself to programme areas 1, 2, 4 and 6 of the Environment Action Plan of the Environment Initiative of NEPAD, which are respectively: *“Combating land degradation, drought and desertification; Conserving Africa's wetlands; Conservation and sustainable use of marine, coastal and fresh water resources; and, Cross-border conservation or management of natural resources”*.

Africa has considerable potential for development in the natural resources sector. Most importantly the continent stands to immensely benefit from the joint management and sharing in the benefits of trans-boundary water resources and other sparsely distributed water bodies. This is particularly important in the face of the skewed distribution of water resources and the apparent inability of any single country to enhance and exploit the full potentials of the waters existing within its political boundaries. Further more the fact that most of these significant water bodies cut across political boundaries make their joint management not only an important conflict resolution mechanism, but also an opportunity for the exploitation of the collective financial and other resources potentials of the countries sharing the water body for its mutual development and exploitation. Other natural resources such as forest, wildlife parks and rangeland could similarly benefit from joint management.

This particular specific objective is of high priority due to the presence of examples of successful joint management initiatives and the urgent developmental needs, particularly in the water sector, to ensure sustainable production in the agriculture sector and for the supply of water for domestic consumption at the rural level.

The strategies envisaged for contributing to the achievement of this priority objective during the coming four years are:

- Promote the development and harmonization of policies for the use and management of shared water and other natural resources;
- Promote capacity building/awareness for sustainable natural resources and environmental management;
- Promote common positions at International Negotiations on environmental issues.

The expected result of this programme is the greater natural resource management and environmental awareness amongst Africa's policy makers and populations. To this effect, other expected results include: guidelines for cooperation on shared water management; effective implementation of Regional and Sub-Regional Environmental Actions that include policy harmonisation; greater awareness and strategic framework for Disaster Risk Reduction, prevention and Management; and enhanced ratification and implementation of Regional and International Conventions.

#### **4.4.4 Diversification of the Rural Economy for Improved Livelihood Systems**

Agriculture supports some 70-80 percent of the population in Africa, the majority are overwhelmingly rural. Under Pillar 3 of CAADP (*Increasing Food Supply and Reducing Hunger: Strengthening national and regional food security*), it is recognised that an expansion in agriculture, particularly through increasing smallholder's output of staple foods, can contribute significantly to reducing the incidence of under-nourishment by raising local food availability, especially in poor rural families. But smallholder production of non-food farm products, for both domestic and export markets can also have a positive impact on rural poverty through raising incomes and expanding employment opportunities. However, taking into account the whole rural space, there exists non-farm livelihood opportunities that may offer important complements to farm income. Smallholder or rural households manage a complex portfolio of these activities. Many rural households engage

in a wide variety of non-farm activities with those activities linked to agriculture (food processing and marketing, transportation, blacksmith construction and repair of agricultural tools and machinery) among others<sup>8</sup>. Non-farm activities, particularly those related to agro-processing, transportation and marketing of agricultural produce can contribute to the growth of the agricultural sector and vice versa. However, many rural people are unable to exploit these opportunities due various limiting factors including; limited human and social capital, lack of and limited access to credit or financial resources; insufficient access to markets due to poor infrastructure development. The role of Department of Rural Economy and Agriculture in collaboration with the NEPAD Secretariat will be to work with member states, RECs and other development partners as well as the civil society and private sector with the objective of promoting the diversification of the employment base amongst the rural communities in Africa. The potential value added of the AU's intervention in this area is the advocacy for better rural development policies, institutions and programmes that will greatly contribute to improved rural livelihood systems.

The strategies for achieving the programme element objective are as follows:

- Promote and advocate for increased investment in rural infrastructure and institutional development;
- Strengthen linkages between the rural economy and industrial sector;
- Promote agricultural based income diversification; and
- Advocate the development and harmonisation of appropriate land tenure policies.

The expected result that will contribute to the realization of this programme element include: the establishment of an Agricultural Development Fund to enhance financing in agriculture and rural development; policies and programmes to improve rural financial services and institutional infrastructure; established success stories in rural livelihood systems; and identified best practices in support of rural livelihood systems.

#### **4.4.5 Capacity Building and Knowledge Management**

The need for enhancing Africa's capacity and knowledge development in the area of agriculture and rural development and natural resource management cannot be underscored. There has been significant progress in building human and material capacity and knowledge development over the past years in Africa. However, the existing capacity and its utilisation fall short of meeting Africa's technological needs. While a body of knowledge in technological issues of agriculture exist, the institutions and research information flow is largely uncoordinated both at regional and continental levels. This programme cut across the other programme elements. The strategies for this programme are to:

- Increase Africa's capacity in knowledge development and management to increase agricultural productivity, enhance food security and rural development;

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<sup>8</sup> Text Box 9: Diversifying Rural Income – Rural Non Farm Income Opportunities. In CAADP, NEPAD July 2003.

- Increase Africa's technical know-how in the area of agriculture and rural development;
- Evolve and African "Think Tank" for Africa's agricultural and rural development.

The expected results that will contribute to improving Africa's capacity and knowledge management in agriculture, natural resource management and environment include: identification of centres of excellence that will contribute to technological know-how in Africa and establishment of their networking mechanisms; creation of data bank through links with well known and established institutional data banks; development of guidelines and mechanisms for capacity building in policy analysis in agriculture, rural development and natural resource management and environment; development of common positions and established mechanisms to reinforce Africa's capacity at International negotiation in the area of agriculture and natural resource management and environment..

#### **4.4.6 Monitoring and Evaluation**

In addition to its strategic role of advocacy, harmonisation, capacity building, information dissemination and knowledge management, the Department of Rural Economy and Agriculture's other strategic area of intervention is monitoring and evaluation of agriculture, natural resource management and environment programmes under its mandate. Establishing a monitoring and evaluation mechanisms is an important element because the mechanisms will provide guidance and direct the department to focus its efforts to achieve its intended objective. In particular, the central role that the department plays in facilitating the implementation of NEPAD agricultural and environmental programmes, including actions from Declarations in agriculture and reporting back to the Summit, necessitates the establishment of monitoring and tracking mechanisms of programmes and action.

The strategies include:

- Facilitate the strengthening and establishment of mechanism to mitigate food security and emergencies;
- Promote corrective measures to ensure successful implementation of policies and programmes;
- Monitor the implementation of commitments of Declarations on the area of agriculture and rural development and natural resource management.

The expected results of this programme includes: report on the feasibility study for Early Warning Systems for food security in Africa; establishment of mechanisms to monitor the implementation of the NEPAD CAADP programme and NEPAD environment Action Plan; established guideline on good governance for agriculture, natural resource management and environment; established mechanism of collaboration between REA and NEPAD Secretariat to harness their synergy; established tracking mechanisms to follow up the Maputo and Sirte Declaration including the commitment to allocate 10% of national budgets to agriculture and rural development.

## 5. IMPLEMENTATION OF THE PLAN

### 5.1 Flagship Projects ‘Quick Wins’

The transition from the OAU to the AU is a profound institutional change that will require tremendous effort and insight in order to produce quick and significant results and establish the credibility of the African Union commission. To facilitate the transitional process, two phases are envisaged. Phase one, from July 2004 to March 2005, relates to the implementation of few priority activities that could produce some ‘Quick wins’. Box 2 captures some “Quick wins” for the Department of Agriculture and Rural Economy.

#### **Box 2: Flagship Projects “Quick Wins”**

##### Programme 1 and 2: Crop and Animal Production and Productivity Improvement

- ❖ Certification of animal vaccines
- ❖ African Common Market for agricultural products – Study Report
- ❖ Revision of the African Phytosanitary Convention
- ❖ Cassava Initiative replicated to other regions
- ❖ NERICA Rice replicated to other regions

##### Programme 3: Natural Resources and Environment

- ❖ Policy framework for Disaster Management Mechanism
- ❖ Technical Committee on Water created
- ❖ Revitalisation of Fouta-Djallon project

##### Programme 4: Rural Economy

- ❖ Establishment of Agricultural Development Fund (feasibility study)

##### Programme 5: Capacity Building and Knowledge Management

- ❖ Identified Africa’s centres of excellence

##### Programme 6: Monitoring and Evaluation

- ❖ Early Warning Systems for Food Security – study report
- ❖ Home Grown School Feed Programmes
- ❖ Food Reserve Review Study completed
- ❖ Guidelines for agriculture governance
- ❖ Tracking/ monitoring mechanisms for NEPAD-CAADP and Environmental Action Plan including 10% commitment by Governments to allocate 10% of budget to agriculture and rural development

## **5.2 The Role of Leading Stakeholders in the Implementation of the Plan**

In implementing the Action Plan, the African Union's Department of Rural Economy and Agriculture will work in close collaboration and in partnership with all its key players; the NEPAD Secretariat, Regional Economic Communities (RECs), member states, regional and international institutions, the civil society and its other development partners. The Department will be in the forefront and proactive to mobilise popular energy, enthusiasm and support among all its partners. However the major key partners are NEPAD Secretariat, the RECs and member states. To ensure that all stakeholders are pulling in the same direction of focus requires mechanisms for effective and action-oriented consultation. Hence, alliances between partners will need to operate in a coordinated manner while focussing on individual areas of comparative advantage. This means that the roles for key players should be well defined.

### **5.2.1 The role of the AU and NEPAD Secretariat**

African Union established NEPAD as a mechanism of coordination and mobilisation of efforts and support to direct focused attention that seeks to reverse the demise of the African economy in less than one generation. NEPAD is the programme of the African Union and the Union has charged NEPAD with the responsibility for promoting action and providing feedback to the AU, which can then mobilise supportive political commitment to address issues. The role of the AU then can be exercised directly with its partners as well as work with or through the NEPAD machinery.

The Department of Rural Economy and Agriculture of the AU has the responsibility of coordinating the overall policy and strategic plan of the AU in the area of agriculture, natural resource management and environment, including that of the NEPAD agriculture and environment programmes. To this effect, the Strategic Plan has fully integrated NEPAD's activity in agriculture and environment. The Department of Rural Economy and Agriculture and NEPAD will, therefore, need to work in close collaboration in order to create synergies and complement each other's efforts. However, NEPAD could emphasise:

- playing a leading role in identification of continental programs and in mobilizing resources required for their implementation.
- demonstrating Africa's own commitment to funding its agricultural investments to reaffirm the fact that funding agriculture is vital for sustainable development of the continent. In this respect, NEPAD should mobilize resources from its member countries including; governments, individuals/civil society and the private sector. It should facilitate the pooling or leveraging of national resources. In addition, NEPAD should mobilize resources from donors and from time to time arrange fora for resource mobilization.

The AU's role (Rural Economy and Agriculture) could emphasise:

- Bridging all the key actors in Africa's agricultural agenda in order to advocate and champion the cause of Africa's agricultural agenda. This will ensure sustained commitment and draw the attention of partners to key opportunities of strategic value to Africa;
- Creating enabling conditions to improve agricultural performance in Africa through policy initiation, harmonisation and coordination; promotion of institutional frameworks at regional and continental level;
- Coordinating and promoting programmes that are trans-boundary in nature. These include diseases and pests, sustainable use of cross boundary natural resources and common problematic agro-ecological zones and programmes that would require concerted and collective efforts at the continental level;
- Ensuring coherence and that Africa focus its resources on products that offer it a collective advantage in the world. Both AU and NEPAD can assist in processes of inter-country consultation to agree on choices and co-operation modalities. The main fora for such consultation and mechanisms for follow-up actions would almost certainly be Regional Economic Communities.

### 5.2.2 The role of Regional Economic Communities

Preparation of a coordinated and clearly focused programme and creation of an enabling environment is a national prerogative of each of the sovereign country in Africa. However, as regards policy and programme at the regional level, the RECs have a major role to play to promote the unity and solidarity of African States, co-ordinate and intensify their co-operation in all fields, including trade, infrastructure, commercial and customs negotiations.

The African Union has designated the Regional Economic Communities (RECs) as the building blocks for Africa's economic integration in recognition of the fact that regional integration provides an opportunity for intra regional trade and momentum for member states to incorporate their economies into economic force that can compete and take advantage of the global market. To this effect, the RECs will play a critical role in the implementation and coordination of AU/NEPAD programmes. To a larger extent, RECs can play, at their level, much the same roles as the AU and NEPAD would play at continental level. Hence at sub-regional level, RECs would:

- Advocate to champion the cause of sub-regional agricultural agenda;
- Draw attention to key opportunities of strategic value to Africa;
- Provide a clearing house for AU/NEPAD agriculture;

They would also:

- Implement regional programmes or regional components of collections of linked national AU/NEPAD projects;
- Facilitate exchange of information and providing support to or promoting establishments of centres of excellences identified by the AU/NEPAD.

In order to play the above roles effectively, it will be important for RECs to build up capacities so that they can win the necessary confidence and thereby secure reliable funding and other support. At present, they need to pay attention to two main things: (a) *the multiple membership and lack of rationalisation* (the AU Strategic Plan describes this as *Institutional Cacophony*) whereby countries are in overlapping membership of several RECs. This situation has the potential to draw countries' attention in divergent directions so dispersing the attention of governments; (b) *they generally have weak organisational capacity and limited resources* – very often they have an insecure funding base, with national contributions not assured. Indeed, new models for funding RECs will have to be found if they are to achieve credibility in implementing programmes.

### **5.2.3 The role of Member States**

Member states form the nucleus of Africa's regional integration since they are the main key players and beneficiaries of the AU/NEPAD initiatives. As units of force for economic, political and social integration at national level, the roles of member states are critical to a successful and effective regional integration. First and foremost, national governments have indispensable roles of creating enabling environment for agriculture and rural development through the formulation of sound macro-economic policy and institutional frameworks, and the development of national agricultural policies and strategies. A greater role to play by African governments is the establishment and assurance of good governance at national level. Poor political and economic governance has contributed to creating general political and economic uncertainty, an unpredictable environment for investments, including political unrest that make the pursuit of economic growth and agricultural growth and development, in particular, difficult. It also undermines the active participation of all stakeholders in the formulation and implementations of policies/strategies and programmes. Furthermore, national governments can play a key role in forging horizontal partnerships between the public and private sectors, civil society, NGOs, community based organisations, farmer's organisations (including women's and youth's organisations) as well as vertical partnerships at national regional and international level. In addition, African Governments are responsible for reflecting the importance of agriculture in their national budgets. They should be in the forefront in mobilising resources for investments in agriculture.

### **5.2.4 Other AU Organs**

At the AU level, there are also organizational aspects that are necessary to ensure coherence, teamwork and complementarities among various Divisions within and outside the department that are engaged in crosscutting issues. The Department of Rural Economy and Agriculture will work in close collaboration with Trade and Industry in the area of Common market for foodstuffs as well as general agricultural trade issues. It will also collaborate with the Directorates of Economic Affairs, Infrastructure and Energy as well as Biotechnology and Women and Gender.

### **5.3 Assessment of Risk Factors**

The Department had identified 3 key risk factors that could impede the implementation of the Strategic Plan:

- Impediments to RECs integration
- Emergence of a possible mismatch between strategic planning and budgeting
- Some lingering socio-political civil conflicts in limited number countries.

These risk elements call for strong support to the initiatives taken by the AU including that of the Peace and Security Council as a major step towards creating favourable conditions conducive to a successful implementation of the Department Strategic Plan.

### **5.4 Next Steps: towards effective operationalization of the Strategic Plan**

The Strategic Plan has been developed in order to contribute to the African agriculture agenda. It also aims at creating, enhancing and deepening the strategic partnerships between the Department of Rural Economy and Agriculture of the AU, NEPAD and the development agencies both locally and internationally.

In this regard, the plan intends to contribute significantly to foster and complement the efforts and initiatives of member countries and of RECs in particular towards building a strong ownership of these development activities. The plan will therefore, be disseminated by the Commissioner and the staff of the Department of Rural Economy and Agriculture to further enhanced consultations through a series of well targeted workshops with representatives from a wide range of stakeholders including: NEPAD, RECs, governments and civil society officials, private sector associations and key development partners.

The objectives of these consultative dialogues would be to enable the Department to benefit from suggestions from all its stakeholders with the view to incorporating them in the medium term plan and review. These consultations will be a powerful stimulant for enhanced convergence of actions to establish common framework, mobilise and build resources for continued assistance to Africa's agriculture and for the efficient delivery of the Department's development mandate of Africa's Agriculture.

## ANNEX 1: ACTION PLAN FOR 2004-2007

### Programme 1: Crop Production and Productivity Improvement

	Activities of Programme 1	Lead Implementer	Period	Results	Indicator	Budget*
<b>Strategy 1: Facilitate consultations to develop and harmonise policies and strategies to improve crop production, productivity and marketing and trade</b>						
1	Organise consultations to develop and harmonise regional agricultural policies	DREA	2005-2007	Regional consultations organised  Policy harmonisation on issues of common interest achieved	Number of consultations organised  Policies harmonised	US\$ 75,000
2	Harmonise policies for food safety, quality standards and GMOs	DREA	2004-2007	Study realized  Consensus on policies, standards and regulatory framework on food safety, quality standards and GMOs achieved	Report of study  Policies harmonized and agreed regulatory framework and quality standards  Number of training of trainer courses/workshops	US\$ 160,000
3	Support regional efforts to improve production and distribution systems of agricultural inputs	DREA	2004-2007	Study undertaken  Stakeholder dialogue held  Conditions for input supply system improved	Report of the study  Report of dialogue  Actions to improve input production and distribution	US\$ 100,000
4	Facilitate the sharing of information for best practices on irrigation development and improved water use management	DREA	2006-2007	Awareness of best practices of irrigation and water use  Best practices	Number of Workshops/training courses on best practices  Number of publication	US\$ 105,000

	Activities of Programme 1	Lead Implementer	Period	Results	Indicator	Budget*
				published	on best practices	
<b>Strategy 2: Promote the development of strategic commodities to exploit comparative advantages</b>						
5	Establishment of Africa's Common Market for food stuffs	DREA	2004-2007	Study report and policy recommendation  White paper on Common Market for food stuffs	White paper	US\$ 75,000
6	Conduct consultations to identify and develop strategic commodities	DREA	2004-2007	Report and recommendation on way forward	Results of the study  Reports of regional meetings/ workshops  List of identified potential commodities for production, processing and trade	US\$ 100,000
7	Pan African Cassava Initiative	NEPAD	2004-2007	Cassava initiative replicated to other regions	Number of new countries Replicating the initiative	
8	Pan African NERICA Rice Initiative	NEPAD		NERICA Rice initiative replicated to other regions	Number of new countries replicating the initiative	
<b>Strategy 3: Promote production and productivity of semi-arid crops for food security</b>						
<b>Strategy 4: Promote phytosanitary measures to ensure food safety and quality standards</b>						
9	Facilitate and monitor programmes in food security, food safety and phytosanitary measures <ul style="list-style-type: none"> <li>Facilitate and coordinate the development and implementation of the programme</li> <li>Assist resource mobilization</li> </ul>	DREA, SAFGRAD, IAPSC	2004-2007	Coordinated and more effective programmes  Reports on programmes published	Effective and timely implementation of programmes  Programme evaluation reports	US\$ 25,000+ SAFGRAD + IAPSC

	Activities of Programme 1	Lead Implementer	Period	Results	Indicator	Budget*
<b>Strategy 5: Promote value-added processing of products</b>						
10	Promote policies that enhance agricultural support services and market access including value-added processing	DREA	2006-2007	Study undertaken  Better policy environment for member countries	Report of the study  Implemented policies	US\$ 75,000

\*The Budget is not inclusive of programmes for SAFGRAD, IBAR, IPC, PANVAC and NEPAD-agriculture.

**Programme 2: Improved Animal and Fisheries Production and Productivity**

	Activities of Programme 2	Lead Implementer	Period	Results	Indicator	Budget
<b>Strategy 1: Facilitate the development and harmonisation of policies for improved livestock and fisheries production and marketing</b>						
1	Facilitate the establishment and harmonization of policy on sustainable development and protection of fisheries and animal resources	DREA	2005-2007	Assessment of regional initiatives undertaken  Policies harmonized	Report of the assessment  Agreed regional policies and harmonized quality standards	US\$ 75,000
2	Harmonize policies for food safety, quality standards and GMOs	DREA	2004-2007	Study realized  Consensus on policies, standards and regulatory framework on food safety, quality standards and GMOs achieved	Report of study  Policies harmonized and agreed regulatory framework and quality standards  Number of training of trainer courses/workshops	US\$ 160,000
3	Support regional efforts to improve production and distribution systems of veterinary and fisheries inputs	DREA	2004-2007	Study undertaken  Stakeholder dialogue held  Conditions for input supply system improved	Report of the study  Report of dialogue  Actions to improve input production and distribution	US\$ 100,000
<b>Strategy 2: Promote cooperation on trans-boundary diseases and pest control</b>						
<b>Strategy 3: Promote the eradication of tsetse and Trypanosomiasis from Africa.</b>						
<b>Strategy 4: Promote drought mitigation programmes for improved livestock, fisheries and pasture management</b>						
4	Facilitate and monitor the	DREA,	2004-	Coordinated and more	Effective and timely	US\$ 1,250,000

	Activities of Programme 2	Lead Implementer	Period	Results	Indicator	Budget
	Programmes in livestock production, marketing and disease and pest control <ul style="list-style-type: none"> <li>• Facilitate and coordinate the development and implementation of the programme<sup>9</sup></li> <li>• Assist resource mobilization</li> </ul>	PATTEC, IBAR, PANVAC	2007	effective programmes	implementation of programmes  Programme evaluation reports	+ IBAR + PANVAC
<b>Strategy 5: Promote investment in livestock and fisheries</b>						
5	Support the process of implementation of CAADP programme in fisheries and livestock	DREA, NEPAD	2005-2007	Meetings undertaken  Enhanced synergies between AU and NEPAD	Number of meetings  Implementation of the programme	US\$ 30, 000
<b>Strategy 6: Promote value-added processing of products</b>						
6	Undertake study at regional levels to identify strategic livestock/fisheries products, their potential and comparative advantage for production, processing and trade	DREA	2004-2007	Report and recommendation on way forward	Results of the study  Reports of regional meetings/ workshops  List of identified potential products for production, processing and trade	US\$ 100,000
7	Promote policies that enhance agricultural support services and market access including value-added processing	DREA	2006-2007	Study and meetings realized  Better policy environment for member countries	Reports of study and meetings  Implemented policies	US\$ 75,000

<sup>9</sup> Based on detailed work plans of PATTEC, IBAR and PANVAC

### Programme 3: Promote Sustainable Natural Resources and Environment Development and Management

	Activities of Programme 3	Lead Implementer	Period	Results	Indicator	Budget
1	Support studies on policy harmonization for shared water resource management and use	DREA	2004-2007	Synergies between AU and NEPAD-Environment  Guidelines for cooperation on shared water management	Framework of collaboration	US\$ 130,000
2	Promote integrated water resource management	DREA	2005-2007	Framework agreement for trans-boundary water resource management developed	Framework agreement	US\$ 70,000
3	Collaborate with AMCOW in the preparation of plans and policies related to water resource management	DREA, NEPAD	2005-2007	Enhanced synergies with NEPAD  AMCOW request submitted to AU	AMCOW programme adopted  Technical Committee on Water created (AMCOW)	US\$ 30,000
4	Transform AMCEN into an AU Technical Committee on Environment	DREA	2005-2007			US\$ 30,000
<b>Strategy 2: Promote awareness for sustainable natural resources and environmental management and governance</b>						
5	Promote the management and sustainable utilisation of Africa's biodiversity, forests and wetland	DREA	2004-2007	Implementation of RAPs, SRAPs on course  Policies harmonized as necessary	Regional meeting reports	US\$ 120,000
6	Facilitate capacity development in environment and natural resource management issues	DREA	2005-2007	Enhanced synergies DREA and NEPAD  Contribution to	Study report  Number of training	US\$ 210,000

	Activities of Programme 3	Lead Implementer	Period	Results	Indicator	Budget
				improved capacities	workshops	
7	Facilitate establishment of framework for Disaster Risk Reduction, Prevention and Management	DREA	2004-2007	Greater awareness  Strategic framework for risk reduction	Framework  Reports  Decisions	US\$ 130,000
8	Support land degradation and desertification control and drought mitigation	DREA	2005-2007	Strategy for land degradation desertification and drought mitigation adopted	Strategy for land degradation and desertification	US\$ 75,000
<b>Strategy 3: Promote common positions at International Negotiations on Environment issues</b>						
9	Facilitate ratification and implementation of relevant regional and international conventions	DREA	2005-2007	Enhanced ratification and implementation of Conventions	Number of additional ratification  Conference of parties Report	US\$ 150,000
10	Support the implementation of Africa Stockpile programme	DREA	2005-2007	Stockpile programme implemented in a number of countries	Number of countries implementing the programme	US\$ 20,000

**Programme 4: Diversification of the rural economy for improved Livelihood Systems**

	Activities of Programme 4	Lead Implementer	Period	Results	Indicator	Budget
<b>Strategy 1: Promote and advocate for increased investment in rural development/rural institutions and infrastructure development</b>						
1	Undertake feasibility study for establishment of an Agricultural Development Fund	DREA	2004-2007	Study undertaken  Recommendations on the establishment of the Fund	Report of the study  Report on the establishment of the Fund	US\$ 150,000
2	Provide policy support to facilitate access to rural financial services	DREA	2006-2007	Report on policy and programmes produced  Regional meetings to agree on the report findings undertaken  Policies and programmes to improve rural financial services agreed upon	Report of the expert meeting  Report of regional meetings  Improved policies and programmes	US\$ 70,000
3	Promote the development of rural infrastructure to improve market access and rural livelihoods	DREA	2005	Meeting with Infrastructure and Energy Dept undertaken  Ways of collaborations to promote rural infrastructure for market access and rural livelihood defined  Recommendations on way forward made	Report of the meeting  Mechanisms of collaboration  Recommendations	US\$ 10,000
<b>Strategy 2: Promote rural growth and employment</b>						
<b>Strategy 3: Strengthen linkages between the rural economy and industrial sector</b>						
<b>Strategy 4: Promote agricultural based income diversification</b>						
4	Promote diversification efforts in the rural economy to improve livelihood systems including processing of local products	DREA	2005-2007	Comparative study undertaken and report prepared	Report of the study  Report of the meeting of experts	US\$ 175,000

	Activities of Programme 4	Lead Implementer	Period	Results	Indicator	Budget
				Meetings organized at regional level Exchange visits Publication of success stories	Number of exchange visits	
5	Facilitate exchange of information of best practices in support of rural livelihoods systems	DREA	2005-2007	Report on best practices produced  awareness of best practices increased	Report of panel of experts  Workshops/training reports  Number of trained persons/institutions	US\$ 70,000
<b>Strategy 5: Advocate the development and harmonisation of appropriate land tenure policies</b>						
6	Land tenure arrangements in Africa	DREA	2006-2007	Green Paper on various tenural arrangements produced and recommendations made	Green paper	US\$ 75,000

**Programme 5: Capacity Building and Knowledge Management**

	Activities of Programme 5	Lead Implementer	Period	Results	Indicator	Budget
<b>Strategy 1: Increase Africa's capacity in knowledge development and management to increase agricultural productivity, enhance food security and rural development</b>						
<b>Strategy 2: Increase Africa's technical know-how</b>						
1	Facilitate the identifications, strengthening and networking of centres of excellence in agriculture, environment, natural resource management including biotechnology	DREA, NEPAD	2004-2005	Guidelines for identification of centres prepared  Potential centres of excellence identified and their field of expertise  Networks strengthened	Guidelines for identification of centres  List of established centres	US\$ 175,000
2	Communication and publication of policies, research findings, good practices and status of agricultural updates	NEPAD	2004-2007	Publications produced and communicated	Number of publications	
3	Capacity building and information support at REC's level and national level across all pillars of CAADP	NEPAD	2004-2007			
4	Capacity building of NARS, agricultural statistics and training	NEPAD	2004-2007			
5	Promote the replication and up-scaling of agricultural successes	NEPAD	2004-2007	Concept Note, Methodologies and tools produced	Methodologies and tools	
6	Mobilisation and empowering of Farmer's Association and strengthening the technical capacity of relevant stakeholders	NEPAD	2004-2007	Consultations with regional Farmer's Organisations	Numbers of consultations  Reports on consultations	
7	Link to key data banks on agricultural, natural resource management, environment and rural development in	DREA	2005-2007	Data base established through major links	Website  Number of data	US\$ 100,000

	Activities of Programme 5	Lead Implementer	Period	Results	Indicator	Budget
	Africa				links	
8	Facilitate Regional agricultural Trade Fairs	DREA	2004-2005	Agricultural Trade Fair held	Number of member states participating	US\$ 250,000
9	Strengthen Africa's negotiation capacity at International negotiations in agriculture, natural resource management and environment	DREA	2005-2007	Assessment of Africa's products with a comparative advantage at world market undertaken  Common position realised  Mechanisms to reinforce Africa's capacity at international negotiations developed	Report of the assessment  Areas of common position  Mechanisms to reinforce Africa's capacity	US\$ 125,000
<b>Strategy 3: Evolve an Africa 'Think Tank' for Africa's agriculture and rural development</b>						
10	Promote development of capacity in policy analysis and advice in agricultural, natural resource management and rural development	DREA, NEPAD	2005-2007	Guidelines and mechanisms for capacity building in policy analysis prepared	Guidelines for training in policy analysis  Number of training sessions	US\$ 85,000

**Programme 6: Monitoring and Evaluation**

	Activities of Programme 6	Lead Implementer	Period	Results	Indicator	Budget
<b>Strategy 1: Facilitate the strengthening and establishment of mechanisms to mitigate food security emergencies</b>						
1	Undertake feasibility study for Early Warning Systems for Food Security	DREA	2004-2007	Report and recommendations on way forward	Report of the study Status on regional meetings	US\$ 120,000
2	Monitor the study on Food Reserves	NEPAD	2004-2007	Food reserve report completed	Report	
3	Plan and promote the Home Grown School Feeding Programme (to ensure that short term humanitarian intervention does not mitigate long-term development)	NEPAD	2004-2007	Programme criteria sent to 9 selected countries  Selected countries briefed  Home grown School feeding programme pilot projects launched in the selected countries	Number of Home growth school feeding programmes	
4	HIV/AIDS and other related issues	NEPAD	2005-2007			
<b>Strategy 2: Promote corrective measures to ensure successful implementation of policies and programmes</b>						
5	Facilitate establishment of a monitoring mechanism for AU/NEPAD plans in agriculture, environment, natural resource management and rural development	NEPAD, DREA	2005-2007	Mechanism established	Framework of monitoring mechanism	US\$ 30,000
6	Facilitate good governance for agriculture, natural resources management and rural development	DREA, NEPAD	2005-2007	Guidelines validated and adopted	Report of validation meeting	US\$ 75,000
7	Facilitate quarterly meetings with NEPAD/DREA including specialised offices	DREA/NEPAD	2005-2007	Meeting reports  Enhanced collaboration	Number of meetings  Report on status of implementation of	US\$ 20,000

	Activities of Programme 6	Lead Implementer	Period	Results	Indicator	Budget
					NEPAD programmes	
8	Integrating CAADP into National Development Framework/PRSPs and mobilising technical and financial support for the implementation of CAADP	NEPAD	2004-2007	CAADP integrated into national development frameworks  Financial support mobilised	Number of countries integrated CAADP into national development frameworks  Sources and levels of finance resources mobilised	
<b>Strategy 3: Monitor the implementation of Commitments of Declarations in the area of agriculture, natural resource management and rural development</b>						
8	Monitoring of the Maputo and Sirte Declaration including commitment to allocate 10% of government Budget to agriculture and rural development	DREA, NEPAD	2004-2007	Tracking mechanism established	Framework of tracking mechanism  Indicators of performance	US\$ 15, 000
9	Monitor the implementation of CAADP and Environment Action Plan	DREA, NEPAD	2005-2007	Enhanced synergies between NEPAD-Environment and AU-REA	Framework of collaboration	US\$ 5,000
10	Facilitate the convening of AU Ministers' conferences on agriculture, environment and water; and promote dialogue between them and Ministers of Finance and Planning	DREA	2005-2007	Convening of conferences institutionalised  Coordinated decision making and monitoring achieved	Number of meetings  Number of interface meetings	US\$ 100,000
<b>Total</b>						<b>US\$ 4,920,000*</b>

\*The total budget includes all DREA activities and only one specialized office – PATTEC (US\$1, 250,000). Note that the budget for NEPAD agriculture activities is not included.

**ANNEX IV: WORK PLAN BY PROGRAMME FOR THE PERIOD 2004 TO 2007**

**PROGRAMME 1: Crop Production and Productivity Improvement**

Activities	Detail of Actions for each Activity	Years and Quarters															
		2004				2005				2006				2007			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Organise consultations to develop and harmonise regional agricultural policies	Assess and elaborate priority areas and dimension of policy harmonisations																
	Regional meetings and consultations to promote harmonisation																
Support the process of the implementation of CAADP flagship projects by NEPAD	Hold meetings to define methodology of collaborations																
	Mobilize resources for flagship projects																
Support regional efforts to improve production and distribution systems of agricultural inputs	Assess and commission a comprehensive study																
	Organize dialogue between stakeholders at regional levels to evaluate findings of the study and make recommendations																
	Submit recommendations on areas of actions to member states																
Facilitate the sharing of information for best practices on irrigation development and improved water use management	Prepare and inventory of good practices on irrigation development and improved water use management																
	Organize training																
	Publish best practices for dissemination																
Harmonize policies for food safety, quality standards and GMOs	Commission a studies in the areas of food safety, quality standards and GMOs																
	Undertake studies to identify gaps and challenges																
	Hold consultations to agree and harmonise policies, standards and regulatory frameworks																

Activities	Detail of Actions for each Activity	Years and Quarters															
		2004				2005				2006				2007			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Undertake study at regional levels to identify strategic commodities, their potential and comparative advantage for production, processing and trade	Develop term of reference and identify study team																
	Undertake study and organize regional meetings to discuss findings																
	Regional workshops to consolidate findings and agree on the way forward																
Facilitate and monitor programmes in food security, food safety and phytosanitary measures	Formulate work programmes – SAFGRAD and IPC																
	Implement prioritised activities																
	Evaluate programmes and identify new challenges																
Promote policies that enhance agricultural support services and market access including value-added processing	Commission a study on policy incentives to agricultural support services																
	Undertake the study																

**PROGRAMME 2: Improved Animal and Fisheries Production and Productivity**

Activities	Detail of Actions for each Activity	Years and Quarters															
		2004				2005				2006				2007			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Facilitate the establishment and harmonization of policy on sustainable development and protection of fisheries resources	Commission an assessment study																
	Organize consultations to agree on priority areas and consultations on convergence and policy harmonization																
Support regional efforts to improve production and distribution systems of veterinary and fisheries inputs	Commission a study/or an assessment on constraints and opportunities																
	Organize dialogue between stakeholders to evaluate findings																
	Submit recommendations on areas of action to member states																
Harmonize policies for food safety, quality standards and GMOs	Commission a studies in the areas of food safety, quality standards and GMOs																
	Undertake studies to identify gaps and challenges																
	Hold consultations to agree and harmonise policies, standards and regulatory frameworks																
	Organise training of trainers																
Facilitate and monitor the Programmes in livestock production, marketing and disease and pest control	Formulate work programmes – PATTEC and IBAR																
	Implement prioritised activities																
	Evaluate programmes and identify new challenges																
Support the process of implementation of CAADP programme in fisheries and livestock	Define collaborative and reporting mechanisms																

Activities	Detail of Actions for each Activity	Years and Quarters															
		2004				2005				2006				2007			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	Follow up on implementation with NEPAD																
Undertake study at regional levels to identify strategic livestock/fisheries products, their potential and comparative advantage for production, processing and trade	Prepare comprehensive terms of reference and identify study team																
	Undertake study and regional meetings to discuss the study																
	Based on findings, build consensus on products through regional workshops																
Promote policies that enhance agricultural support services and market access including value-added processing	Commission a study to identify policy incentives to agricultural support																
	Organize meetings to address and identify policy issues																
	Submit conclusions to member states for adoption/implementation																

**PROGRAMME 3: Promote Sustainable Natural Resources and Environment Development and Management**

Activities	Detail of Actions for each Activity	Years and Quarters															
		2004				2005				2006				2007			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Support studies on policy harmonization for shared water resource management and use	Hold meetings eth NEPAD, RECs to assess status and define complementary roles																
	Commission a study on water basin management framework and practices and propose general cooperation framework for Africa																
	Organize expert meetings to review and submit framework to member countries for adoption																
Collaboration with AMCOW in the preparation of plans and policies related to water resource management	Hold meeting with NEPAD																
	Participate in AMCOW meetings and submit AMCOW request AU organ																
Facilitate the implementation of relevant environment and natural resource conventions, protection and sustainable utilization of Africa's biodiversity, forests and wetland	Discussion and collaboration with NEPAD to follow up and facilitate implementation of Regional Action Plans as necessary																
	Hold consultations to harness convergence and promote policy harmonisations																
Facilitate capacity development in environment and natural resource management issues	Hold meetings with NEPAD to assess status																
	Commission a study on best practices and organise training of trainers																
Facilitate establishment of framework for Disaster Risk Reduction, Prevention and Management	Undertake study to establish existing capacities; organize expert meeting to develop strategic framework																
	Observe Africa's Environment Day on																

Activities	Detail of Actions for each Activity	Years and Quarters															
		2004				2005				2006				2007			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
	3 <sup>rd</sup> March in a selected member state																
Facilitate ratification and implementation of relevant regional and international conventions	Hold meetings with NEPAD to follow up on regional conventions																
	Promote ratification of conventions as necessary																
	Hold 1 <sup>st</sup> conference of Parties to Bamako convention																

**PROGRAMME 4: Diversification of the Rural Economy for Improved Livelihood Systems**

Activities	Detail of Actions for each Activity	Programme Years and Quarters															
		2004				2005				2006				2007			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Undertake feasibility study for establishment of an Agricultural Development Fund	Prepare comprehensive terms of reference for the study and identify team																
	Undertake the study and organise stakeholder meetings and dialogues on findings																
	Follow up on establishment of the Fund as necessary																
Provide policy support to facilitate access to rural financial services	Prepare concept note and organise panel of experts to discuss and exchange view on critical dimensions on rural finance; and provide guidance on policies and programmes																
Promote the development of rural infrastructure to improve market access and rural livelihoods	Meet with the Infrastructure and Energy department to define areas of collaboration to promote the development of rural infrastructure for improved market access; agree on the way forward																
Promote diversification efforts in the rural economy to improve livelihood systems including processing of local products	Commission comparative regional assessment/study to identify constraint and opportunities of rural livelihood diversification efforts.																
	Organise team of experts to discuss findings for submissions to member countries																
	Organize exchange visits between regions to share successful experiences																
Facilitate exchange of information of best practices in support of rural livelihoods systems	Organize a panel of expert on rural livelihood systems to identify and highlight best practices																
	Organise regional workshops/training to foster exchange of information																

### PROGRAMME 5: Capacity Building and Knowledge Management

Activities	Detail of Actions for each Activity	Programme Years and Quarters															
		2004				2005				2006				2007			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Facilitate the strengthening and establishment of centres of excellence for agriculture, environment, natural resource management including biotechnology	Prepare guidelines and procedures to identify centres of excellence																
	Regional assessment and consultations to identify centres of excellence; organise continental meetings to agree on centres																
Promote networking of centres of excellence	Develop mode of networking																
Link to key data banks on agricultural, natural resource management, environment and rural development in Africa	Make assessment of type of data bank needed and identify gaps																
	Establish sources of key data bank and create link																
Promote Fora for agriculture, environment, natural resource management and rural development	Prepare agricultural exhibition																
	Hold the agricultural exhibition																
Strengthen Africa's negotiation capacity at International negotiations in agriculture, natural resource management and environment	Assess/identify products of comparative advantage on the world market; highlight constraints and organise consultations to arrive at a common position																
	Develop and implement mechanisms to reinforce Africa's capacity at international negotiations																
Promote development of capacity in policy analysis and advice in agricultural, natural resource management and rural	Establish panel of experts to prepare guidelines to increase Africa's capacity in policy analysis; organise meetings to																

Activities	Detail of Actions for each Activity	Programme Years and Quarters															
		2004				2005				2006				2007			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
development	agree on guidelines																
	Define modalities of training and its promotion																

**PROGRAMME 6: Monitoring and Evaluation**

Activities	Detail of Actions for each Activity	Programme Years and Quarters															
		2004				2005				2006				2007			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Undertake feasibility study for Early Warning Systems for Food Security	Prepare comprehensive terms of reference for the study																
	Conduct study																
	Organise workshops to discuss findings and map the way forward																
Facilitate establishment of a monitoring mechanism for AU/NEPAD plans in agriculture, environment, natural resource management and rural development	Hold meetings with NEPAD to define mechanism																
	Follow up on mechanisms and adjust as necessary																
Facilitate good governance for agriculture, natural resources management and rural development	Commission a study to prepare guidelines on good governance																
	Conduct meetings to validate guidelines and transmit to member states for adoption																
Facilitate quarterly meetings with NEPAD / REA including specialized offices	Hold meetings																
In collaboration with NEPAD, coordinate the follow up and monitoring of the Maputo and Sirte Declarations including commitment to allocate 10% of Budget to agriculture and rural development	Provide leadership in preparation of tracking and monitoring systems																
	Hold consultation on tracking systems; disseminate agreed mechanisms to member states																
In collaboration with NEPAD, monitor the implementation of CAADP and Environmental action Plan	Hold meeting to define complementary roles																
	Follow up																

Activities	Detail of Actions for each Activity	Programme Years and Quarters															
		2004				2005				2006				2007			
		1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4
Facilitate the convening of AU Ministers' conferences on agriculture, environment and water; and promote dialogue between them and Ministers of Finance and Planning	Plan Minister's conferences; and revisit each committee's terms of reference and align with its mandate																
	Plan interface meetings between ministers of agriculture and finance/planning																

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Department of Rural Economy and Agriculture (DREA)

African Union Specialized Technical Office on Research and Development

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# STRATEGIC PLAN 2004 – 2007

## DEPARTMENT OF RURAL ECONOMY AND AGRICULTURE

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