



Food and Agriculture Organization
of the United Nations

**Sustainable production intensification
and value chain development in
Africa**

Based on experience and lessons learned in 2014-15, Africa's Regional Initiative 2 (RI2) (originally entitled "Integrated Management of Agricultural Landscapes in Africa") has been revamped for implementation in 2016-17 to sharpen its focus and to make it more programmatic. It takes a food systems approach with two integrated components, namely sustainable production intensification and inclusive value chain development with special consideration to gender, youth, governance and climate change perspectives, as further outlined below.

1. Rationale of the Initiative

For over 10 years, the Comprehensive Africa Agriculture Development Program (CAADP) has acted as the flagship guiding strategy for agriculture and has focused attention on the development and intensification of agriculture in Africa. Its implementation has allowed for certain African countries to launch their agricultural transformation, but major challenges remain. In sub-Saharan Africa (SSA), agricultural production and productivity continue to be lower than the global average; and with the rapidly growing population there is an urgent need to, and enormous potential for, closing the production gap.



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At the African Union (AU) Summit of June 2014 in Malabo, the African Heads of State and Government adopted the "Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods. Specifically, the declaration

outlines seven commitments (see box 1) and reconfirms the drive towards fostering agricultural growth and transformation. This commitment to accelerating agricultural growth by doubling agricultural productivity levels by the year 2025 provides evidence for the prioritization of production and productivity improvement in SSA.¹

Box 1: The Malabo Declaration Commitments

1. Recommitment to the Principles and Values of the CAADP Process.
2. Recommitment to enhance investment finance in Agriculture:
 - Uphold 10% public spending target;
 - Operationalization of Africa Investment Bank.
3. Commitment to Zero hunger – Ending Hunger by 2025:
 - At least double productivity (focusing on inputs, irrigation and mechanization);
 - Reduce post-harvest losses (PHL) at least by half;
 - Nutrition: reduce stunting to 10%.
4. Commitment to Halving Poverty, by 2025, through Inclusive Agricultural Growth and Transformation:
 - Sustain Annual sector growth in Agricultural GDP of at least 6%;
 - Establish and/or strengthen inclusive public-private partnerships for at least five (5) priority agricultural commodity value chains with strong linkage to smallholder agriculture;
 - Create job opportunities for at least 30% of the youth in agricultural value chains;
 - Preferential entry & participation by women and youth in gainful and attractive agribusiness.
5. Commitment to Boosting Intra-African Trade in Agricultural Commodities and Services:
 - Triple intra-Africa trade in agricultural commodities;
 - Fast track continental free trade area & transition to a continental Common External tariff scheme.
6. Commitment to Enhancing Resilience of Livelihoods & Production Systems to Climate Variability and Other Shocks:
 - Ensure that by 2025, at least 30% of farm/pastoral households are resilient to shocks.
7. Commitment to Mutual Accountability to Actions and Results:
 - Through the CAADP Result Framework – conduct a biennial Agricultural Review Process.

¹ Malabo Declaration (http://pages.au.int/sites/default/files/Malabo%20Declaration%202014_11%202026-.pdf)

The Malabo Declaration also makes a clear commitment to boosting intra-African trade in agricultural commodities and services by 2025 through the Continental Free Trade Area (CFTA)/ Common External Tariff (CET). Boosting intra-African trade, particularly through the development of regional value chains is increasingly regarded as a means to promote agricultural transformation in SSA.² By helping address the key challenges to agricultural development in SSA (such as diverse agro-ecological systems, inadequate access to land and water, inability to exploit available land, soil, and water, small national markets and populations, gender inequalities and unfair competition from outside the Continent), trade and regional value chain development can incentivize critical investments in production and marketing infrastructure that are needed to scale up production and improve productivity. At the same time, trade and regional value chain development can incentivize investment in agribusiness and agro-industry, thereby improving inter-sectoral linkages and diversifying agricultural outputs. Both agricultural production and post-harvest businesses require finance and investment to grow and create additional income generating activities for rural population including youth and women.

Thus the adoption of a food systems approach through this regional initiative allows for the addressing of the issues of (i) productivity intensification and improved production, and (ii) bottlenecks along the value chain through both policy monitoring, analysis and reform as well as incorporating the necessary responses for market development, trade, finance and investment in an environmentally sustainable manner.

2. Scope of the Initiative

Box 2: FAO's vision for sustainable food and agriculture

FAO's vision for Sustainable Food and Agriculture (SFA) is that of a world in which food is nutritious and accessible for everyone and natural resources are managed in a way that maintain ecosystem functions to support current as well as future human needs. Where farmers, pastoralists, fisher-folks, foresters and other rural dwellers have the opportunity to actively participate in, and benefit from, economic development, have decent employment condition and work in a fair price environment. And where rural women, men, and communities live in security, and have control over their livelihoods and equitable access to resources which they use in an efficient way.

² UNECA, Developing African Agriculture through Regional Value Chains (http://www.uneca.org/sites/default/files/PublicationFiles/era2009_eng_full.pdf)

FAO's vision is firmly in line with the global initiative of Sustainable Development Goals (SDGs) and utilizes FAO's Sustainable Food and Agriculture approach, which is based on five principles:

- Improving efficiency in the use of resources is crucial to sustainable agriculture;
- Sustainability requires direct action to conserve, protect and enhance natural resources;
- Agriculture that fails to protect and improve rural livelihoods, equity and social well-being is unsustainable;
- Enhanced resilience of people, communities and ecosystems is key to sustainable agriculture; and
- Sustainable food and agriculture requires responsible and effective governance mechanisms.

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The Initiative aims to facilitate the development of comprehensive capacities to develop and promote adoption of integrated innovative practices, and use of technologies, that increase production and productivity. The increased production is channeled through improved value chains to pre-identified market opportunities. The Initiative promotes sustainable, proven innovative practices and principles of on and off farm production and post-farm gate processes while addressing the needs of both men and women to enhance household income and create decent rural employment and entrepreneurship opportunities for young people. It builds on FAO's existing work at country and regional levels (see box 3 for an example), by addressing the challenges presented by various factors responsible for low production and poor productivity, focusing on adaptation and mitigation strategies implemented through innovative practices for sustainable intensification of priority staple and cash crop production integrated

with fisheries, aquaculture, livestock and forestry sectors as necessary, while ensuring adequate land and water resource management.

Box 3: Support for cassava value chain development in Cameroon

Through the EU-funded project (strengthening linkages between smallholder actors and buyers in roots and tubers sector) FAO is supporting cassava value chain development in Cameroon by facilitating access to information services and finance, developing capacities of processors and traders, strengthening linkages with buyers, and enhancing the competitiveness of the sector through improved value chain coordination. At policy level the project is analysing the existing national and regional strategies to improve their alignment with initiatives supporting improved regional market integration for the roots and tubers sector.

The Initiative also contributes to market and agribusiness development through improved management of value chains for the priority food and cash crops as well as fish and livestock. The Initiative comprises all steps along the value chain from production over aggregation, processing and distribution to consumption, including the provision of physical inputs (seed to farmers, packaging to processors), finance and other support services. The Initiative looks in particular at value chain governance issues, i.e., how the various actors in the value chain are linked to each other and to the end-markets (information, contracts, collaboration), and addresses issues of inclusion for all players along the value chain including women and youth. It adopts inclusive business model approaches, ensuring that women-led enterprises and young entrepreneurs in the agriculture sector have access to adequate services, training and technologies. The Initiative also supports institutional strengthening and capacity development to promote enhanced agricultural competitiveness as well as inclusivity of farmer organizations/cooperatives and other agricultural-based private sector actors and service providers, with specific attention to enhancing the capacity of these service providers to deliver services to women and youth.

3. Main areas of work

The RI applies a food systems approach in three main areas of work:

1. Sustainable crop and livestock production intensification, with main focus on the production systems of staple and cash crops integrated with livestock, aquaculture and forestry production sectors;
2. Sustainable natural resources management (including fisheries, forestry and animal genetic resources and ecosystem services and biodiversity); and
3. Inclusive value chain development along the production systems.

This integrated food systems approach is also used to analyse the business and policy enabling environment giving due consideration to all those policies, support services, infrastructure and organizations that may affect decisions on production and value chain development - including agriculture, trade, investment, labour policies, and others. In particular, cross-sectoral and inter-ministerial dialogue are promoted to facilitate understanding of the cross-sectoral linkages, and the identification of common and shared objectives. This helps policy-makers to design coherent policies across sectors, hence to provide more enabling conditions both for increasing sustainable production and for developing value chains of the target products.



4. Focus countries and production systems

The nine focus countries for 2016-17 are shown in Table 1 below. They were identified based on the following criteria:

- i) alignment with Country Programme Frameworks (CPFs),
- ii) on-going FAO programmes and resources available at country level,
- iii) institutional multi-sectoral framework readiness,
- iv) climate change vulnerability index,
- v) agro-commercialization and agribusiness development and resource mobilization opportunities.

The countries identified are believed to provide the greatest opportunities for achieving sustainable production intensification as well significant value chain development for rice, maize and cassava with an emphasis on integrated sustainable agricultural systems as opposed

to single crop based approaches. These main systems therefore integrate, as opportune, livestock, aquaculture, fisheries, forestry and ecosystem services.



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Table 1: Focus countries (2016-2017)

SFE	SFC	SFW	SFS
Kenya	Cameroon	Côte d’Ivoire	Mozambique
	Chad	Mali	Zambia
Rwanda	DRC		

By adopting the food systems approach, the countries and sub-regions can choose sustainable food value chain approaches. By definition a sustainable food value chain³ is “the full range of farms and firms and their successive coordinated value-adding activities that produce particular raw agricultural materials and transform them into particular food products that are sold to final consumers and disposed of after use, in a manner that is profitable throughout, has broad-based benefits for society and does not permanently deplete natural resources”.

The flagship programs for each focus country are further discussed with sub-regional and country offices to ensure acceptance and relevance to CPFs and ownership at all levels. Each country articulates their priority production system(s) integrated with livestock, aquaculture,

³ Developing Sustainable Food Value Chains – Guiding Principles FAO publication: <http://www.fao.org/3/a-i3953e.pdf>

fisheries, forestry and ecosystem services. Some of the criteria for selection of the inclusive value chains comprise the potential of market growth and business opportunities for smallholder farmers, and small and medium enterprises (SMEs), in order to maximize the benefits of value chain development. The selection also takes into account the ability to promote SMEs, job creation, women's economic empowerment, gender equality and youth employment. Key areas of intervention for each main production system are further detailed in Annex 1.

The principle of sustainable natural resources management, protection of natural resources such as soil, water, forests and rangeland ecosystems, are promoted in addition to the promotion of an inclusive and participative approach.

The work streams address advocacy, facilitation, capacity enhancement, development and implementation of policy frameworks in the agricultural sectors with the view to securing sufficient political, policy and financial support for increased sustainable food production, processing and marketing.

Annex 2 provides an overview of the Output Indicators to which the RI is contributing, and Annex 3 outlines the milestones per Organizational Output as in the Service Level Agreement of February 2016.

5. Development priorities and approaches

This Regional Initiative contributes directly to the following Regional Priority Action areas as defined by the Regional Conference for Africa in Tunis, Tunisia in 2014:

- ***Regional Priority 1:*** Increased productivity and effective market access in agri-food systems.
- ***Regional Priority 2:*** Reduction of vulnerability to threats to food security and nutrition.
- ***Regional Priority 3:*** Improved management and governance for sustainable use of natural resources.

The Initiative adopts a gender-sensitive approach, which contributes towards the achievements of FAO's Gender Equality goals formulated in the Policy.

It also contributes directly to the Country Programming Frameworks (CPF) in Africa, the majority of which highlight the need for the identification, assessment and dissemination, scaling up and sharing of innovative practices for sustainable production intensification of the agriculture sector in order to bring significant livelihood and food security. Most countries also prioritize the need to promote economic growth through agro-commercialization that leads to enhanced income and employment opportunities. In addition, there is an expressed need for strengthening capacities for valuation and management of ecosystem services and goods in order to promote a sustainable and inclusive resource management for different agro-ecological systems and land use/ production systems across the landscape. Annex 4 provides an overview of the priorities expressed in the CPFs.

The Regional Initiative builds on FAO's Save and Grow paradigm for intensive crop production, which offers a rich toolkit of relevant, adoptable and adaptable ecosystem-based practices, that encourages judicious and efficient use of chemical inputs, builds resilience to climate change and reduces greenhouse gas emissions.



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6. Key partners and policies

The Initiative contributes to the on-going CAADP process, providing the greatest opportunity for mainstreaming in the National Agricultural Investment Plans (NAIPs) and Regional Agricultural Investment Plans (RAIPs) the key drivers of agricultural transformation and agribusiness development. These drivers are: productivity increase through better access to sustainable and integrated production enhancing technologies and practices; increased connection to market forces; more adequate policy support and investments, and private sector participation. This is achieved through provision of evidence-based recommendations of best gender inclusive and climate-smart practices for integrated sustainable production systems.

The Initiative also:

- Seeks to align its interventions with the targets set under the Malabo Declaration.
- Contributes to:
 - The Ecological Organic Agriculture Initiative for Africa;
 - The resolutions of the 9th Ministerial Conference on Animal Resources in Africa under the New Partnership for Africa's Development (NEPAD) and African Union Commission (AUC);
 - The recommendations of FAO's regional technical commissions of Fisheries, Aquaculture and Forestry.
- Builds on:
 - Regional and sub-regional policies on land degradation and desertification control, such as the Great Green Wall for the Sahara and the Sahel Initiative (GGWSSI) and increased food production in the context of CAADP;
 - Sub-regional policies on crop production, forestry, fisheries and livestock;
 - Plans of Action such as the forest convergence plans of Central Africa and West Africa;
 - Strategies and actions plans for animal genetic resources at African country levels.



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The Initiative also supports the African Agribusiness and Agro-Industries Development Initiative (3ADI), a collaborative framework between the African Union Commission, FAO, the African Development Bank (AfDB), the United Nations Industrial Development

Organization (UNIDO), the International Fund for Agriculture Development (IFAD) and other partners. This includes support in the development of agro-industrialization strategies that take full advantage of growing market opportunities.

The Initiative particularly seeks to strengthen the partnership with the AfDB in the implementation of the main action points of the October 2015 Dakar High Level Conference Feeding Africa - An Action Plan for Transforming Agriculture in Africa.

The Initiative also contributes to the implementation of other relevant policy processes supported by Regional Economic Communities (RECs) such as the Common Market for Eastern and Southern Africa (COMESA); the East African Community (EAC); the Economic Commission of Central African States (ECCAS); the Economic Community of West African States (ECOWAS); the Intergovernmental Authority on Development (IGAD); and the Southern African Development Community (SADC). These processes ensure that agricultural policies are integrated into the development of National Adaptation Plans under the United Nations Framework Convention on Climate Change (UNFCCC).

The sub-Saharan African Conservation Agriculture (SSA CA) strategy assists the Initiative in adopting practices for Climate Change Resilience and Mitigation. The Initiative also benefits from FAO's membership as a technical partner in the Alliance for Climate-Smart Agriculture (CSA) in Africa through opportunities for building capacities for the implementation of CSA.

The Initiative seeks to further strengthen on-going or forge new collaboration with the Consultative Group on International Agricultural Research (CGIAR) centres such as Africa Rice, International Maize and Wheat Improvement Center (CIMMYT), International Center for Agricultural Research in the Dry Areas (ICARDA), International Food Policy Research Institute (IFPRI), International Institute Of Tropical Agriculture (IITA), International Livestock Research Institute (ILRI) and International Water Management Institute (IWMI), maximizing the opportunities that their respective comparative advantages provide.

A comprehensive list of partners is provided in Annex 5.



7. Implementation approaches

This Regional Initiative is being implemented in Africa along with two other Regional Initiatives, RI1-*Africa's Commitment to End Hunger by 2025* and RI3-*Building Resilience in Africa's Drylands* and other work under the Strategic Programmes. It seeks to create synergies with the other two RIs, especially in the countries that are jointly targeted.

RI2 falls mainly within the scope and domain of Strategic Programme 2 - Sustainable Agriculture Programme (SP2) and Strategic Programme 4 - Efficient Food Systems Programme (SP4):

- The sustainable intensification of production systems falls within FAO' Strategic Objective 2 (SO2). The FAO's Sustainable Agriculture Programme (SP2) is being implemented using the SFA framework, using five principles of sustainability that emphasizes multi-disciplinary and cross-sectoral integration, while acknowledging context-specificity of agriculture, forestry, fisheries and livestock sectors. These integrated approaches to sustainable intensification of agriculture, including fisheries, aquaculture, livestock, forestry and horticulture are supported directly by Strategic Programme 2 (SP2). SP2 mainly provides *overall strategic oversight, support and technical backstopping* to RI2, in particular, through both direct and indirect support and technical guidance to the planning, implementation and reporting, and support to resource mobilisation and strategic partnerships. It also plays the role of mobilizing

support, mainly capacity, from the relevant technical divisions that have planned their work within the five global themes (Major Areas of Work), namely: Sustainable Food and Agriculture (SFA), Efficient Resource Use (ERU), Climate-Smart Agriculture (CSA), Ecosystem Services and Biodiversity (ESB) and Blue Growth Initiative (BGI). This support aims at enhancing the delivery of RI2 across the four Outcomes of SO2: i) strengthening the adoption of innovative practices, multisector approaches and institutional capacity; ii) strengthening governance mechanisms, options, frameworks and policies; iii) supporting implementation of regional and international instruments, and iv) enhance the use of data in evidence-based decision making.

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- The value chain development component falls within FAO' Strategic Objective 4 (SO4). Investment and improvements in existing traditional staple food production systems and a better inclusion of producers and their organizations into modern value chains targeting domestic and tourist markets, food and feed industries, public procurement programs and niche export markets can contribute significantly to employment and income generation and the substitution of food and feed imports. Special attention is going to providing linkages between producers and markets, sustainable market access for differentiated products, and stimulation of investment in agriculture, policy cohesion and access to finance. Strategic Programme 4 (SP4) provides *technical backstopping* of this component through direct support in the following areas: (i) international standards for food safety and quality and plant health; (ii) international agreements, regulations, mechanisms and frameworks that promote transparent markets and enhanced global and regional market opportunities; (iii) access to and inclusion in market data collection and analysis; (iv) plant and animal health, food safety and quality; (v) inclusive, efficient and sustainable agrifood chains; (vi) food losses and waste reduction; (vii) design and implement financial instruments and

services that improve access to capital for efficient and inclusive agrifood systems; (viii) increase responsible investments and monitor, analyse and manage the impacts of trade, food and agriculture policies on food systems; and mobilize support from the relevant technical divisions.

The RI targets:

- Smallholders and farmers' organizations/clusters or groups and prioritizes and integrates gender and youth in the implementation framework of the three work streams. Results achieved in promoting gender equality and women's empowerment are closely monitored. These groups are targeted in Farmer Field Schools as well as in interventions seeking to strengthen their involvement in value chain processes.
- Agricultural extension officers and government officials for the implementation of relevant policies and strategies.

As far as possible, these two groups benefit from capacity development opportunities, including exchange visits.

With the new internal management arrangements in place, including SO programmes with full-time leadership and dedicated management teams at headquarters and the Regional Strategic Programme Coordinator in the Regional Office, a focus for 2016-17 is on ensuring coordinated approaches at the country level and seeking synergies across the various delivery mechanisms to showcase results.

The Initiative requires collaboration between relevant FAO Offices at country, sub-regional, regional and Headquarters levels.

- The FAO Country Office, under the leadership of the FAO Representative, is responsible for:
 - Defining the priorities of the Initiative in the country in consistency with the Country Programme Framework (CPF).
 - Identifying the support needed from the Sub-regional, Regional and Headquarters.
 - Mobilizing resources at country level in support of the Regional Initiative.
 - Establishing synergies with other on-going projects in support of the Regional Initiative.
- The sub-regional office:
 - Provides technical backstopping to the targeted countries with the sub-region, and the need might require, across the entire Africa region.
 - Mobilizes resources at sub-regional level, as relevant, in support of the regional initiative.
 - Is represented on the RI2 Core Team.

- The Regional Office:
 - Coordinates the implementation of the RI, serving as the interface between Headquarters and the targeted countries.
 - Manages the resources of the RI ensuring that they are used efficiently to facilitate delivery of the Initiative for the needs of the countries.
 - Provides technical backstopping, as appropriate.
 - Facilitates the collaboration with regional partners in the implementation of the RI.
 - Mobilizes resources internally (accessing SSC, TCP, TSS funds) and externally (proposal and concept notes generation) at regional level, as relevant, in support of the RI.
 - Is responsible for coordinating reporting of the RI.
- Headquarters:
 - Provides Strategic Oversight in the implementation of the RI.
 - Coordinates and provides technical backstopping from HQ as appropriate, and designates focal points for the RI and for each focus country.
 - Assists with the Regional Office for the Administrative and Corporate support required for the delivery of the RI.
 - Facilitates access to partners for the implementation of the RI.
 - Mobilizes resources for the implementation of the RI.
 - Is represented on the RI2 Core Team by SP2 and SP4.

Several technical divisions have a role in the Initiative, the key departments and divisions being:

Technical Cooperation and Programme Management Department (TC)

- South-South and Resource Mobilization Division (TCS)
- Investment Centre Africa (TCIA)

Deputy Director-General Natural Resources (DDN)

- Climate, Energy and Tenure Division (NRC)

Agriculture and Consumer Protection Department (AG)

- Plant Production and Protection Division (AGP)
- Land and Water Division (AGL)
- Animal Production and Health Division (AGA)

Economic and Social Development Department (ES)

- Nutrition and Food Systems Division (ESN)
- Social Policies and Rural Institutions Division (ESP)
- Trade and Markets Division (EST)
- Agricultural Development Economics Division (ESA)

Fisheries and Aquaculture Department (FI)

Forestry Department (FO)

Office of Support to Decentralized Offices (OSD)

Regional Office for Africa (RAF)

Sub-regional Office for Central Africa (SFC)

Sub-regional Office for Eastern Africa (SFE)

Sub-regional Office for Southern Africa (SFS)

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The Regional Strategic Programme Coordinator (RSPC) and the Delivery Manager have identified officers with the requisite expertise to form Delivery Teams that provide technical support to the focus countries. The composition of the Delivery Teams reflects the needs of the focus countries depending on the features of the priority production system selected by the country. For each focus country, the delivery team is required to develop an elaborate action plan highlighting the various components of the production system and defining the specific inputs for the team upholding the principle of integrated approach to achieving results.

The implementation of the Regional Initiative is, first and foremost, led by the countries and local stakeholders themselves. Priorities have been identified with the support of FAO Country Offices following the directives as expressed in the Country Programming Frameworks, by government partners and key national stakeholders. This country-led implementation ensures that the most appropriate production systems are focussed on country priorities, and the RI2 action plan specifies the required technical support and the timelines for interventions based on the Country Programming Framework (CPF) and Country Work Plan (CWP).

Technical support by the sub-regional offices to the countries is provided with active collaboration of the Regional Economic Communities (RECs) and other partners for capacity development, advocacy, gender integration and synergies with regional structures (e.g. regional CARWG for Southern Africa, Eastern Africa Sub-regional CSA platform, Forest Convergence Plan and ECOWAS CSA Alliance under ECOWAS). The sub-regional Emergency Hubs also play an important role due to their vast experience in field interventions as well as extra-budgetary resource mobilization.

Box 4: Sustainable Intensification of agriculture production in Côte d'Ivoire

FAO has assisted the Ministry of Agriculture of Côte d'Ivoire in developing and implementing a two-year TCP project (2015-2016) on the sustainable intensification of agriculture production in inland wetlands focusing on rice production, but including aquaculture and other crops, mostly legumes and vegetables. The approach of 'Save and Grow' is imbedded in the project, together with the 'guidelines for the sustainable development of inland wetlands'.

The overall objective of the project is to contribute to the reduction of poverty and the improvement of food security by increasing productivity, improving the income of farmers and creating jobs for women and the youth. Smallholders are the targeted beneficiaries of the project.

The expectation from the Government of Côte d'Ivoire and all the role players, including development partners, is that this project will act as a catalyst and guide for good practices which will be used for future projects on the sustainable intensification of production and commercialization of rice, aquaculture and other crops as the country is firmly engaged on the path of economic recovery and development.

FAO therefore seeks to establish strong synergies between such projects by providing the required technical assistance, and documenting lessons for future investments in rice production, aquaculture and other crops, not only for Côte d'Ivoire as a RI-2 focus country, but also for other countries which have similar needs.

8. Resources

The focus countries are supported to mobilize resources based on the strategies and project proposals that FAO has helped them to develop. FAO regular budget for implementation of RI2-relevant SO2, SO3 and SO4 programmes and available extra-budgetary resources are also targeted to implement the RI activities. FAO Africa region expects that its development partners (GEF, EU, NORAD, SIDA and others, Africa Solidarity Trust Fund) will show interest in providing funds for such an initiative.

The Initiative is implemented in the context of a variety of on-going FAO work, which is outlined in Annex 6.



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Annex 1: Overview of key intervention areas of production systems

Sustainably increasing the productivity of existing farmland is the best option for averting large increases in food prices, improving rural economies and farmers' livelihoods, and reducing the number of people at risk from hunger and malnutrition. The Initiative targets and depends on smallholders, farmers' organization and clusters for its implementation and for the sustainability of its outcomes.

Key interventions follow the 'Save and Grow' model of crop production intensification that aims at increasing both yield and nutritional quality, - such as with the concept of "harvest of nutrients" e.g. in an integrated rice-fish system which would harvest not only carbohydrates but also proteins, fatty acids, micronutrients etc. - while reducing costs to farmers and the environment. It strengthens on-going efforts related to the key food security crops in Africa: maize, rice and cassava.

While production systems may differentiate among the crops that are relevant to the country priorities and opportunities (such as maize, rice, cassava), the farming systems share three main principles:

- simultaneous achievement of increased agricultural productivity and enhancement of natural capital and ecosystem services;
- higher rates of efficiency in the use of key inputs, including water, nutrients, pesticides, energy, land and labour;
- use of managed and natural biodiversity to build system resilience to abiotic, biotic and economic stresses.

The Initiative relies on effective government investments and policies for research and extension, rural infrastructure, a stable marketing environment and a broad base of consumer demand. As far as possible, it seeks to engage with governments accordingly, including helping develop the economies of scale and scope that permit low - cost rice (and other crops) systems. Below, examples of specific key intervention areas for rice, maize and cassava are provided: Specific key areas of intervention for rice systems development include the following:

- Enhance, in a sustainable and inclusive manner, the productivity and total production of major rice ecosystems in the region (i.e. upland, lowland and irrigated).
- Integrate rice production with aquaculture and forestry appropriate and desired by governments and local communities.
- Promote use of quality seed and secure long term production of certified rice seeds for efficient and sustainable rice production in the region.

- Optimize the entire value chain including production, harvest, storage, pre-processing, processing, value adding, transportation, marketing and regional trade, with greater involvement of the women and youth while reducing their work burden.
- Help enhance the milling quality of domestic rice for profitable marketing in the region.
- Support development of economically viable markets for domestic rice at local, district, national and regional scales, considering in particular opportunities for enhanced intra-regional trade.
- Promote and strengthen the opportunities for women and youth in increasing rice production in sub-Saharan Africa in a manner that is socially equitable, improves livelihoods and promotes healthy communities.
- Build strong community groups, linked to thriving district level hubs.

For maize development, the key areas of intervention include:

- Promote maize production intensification in integrated crop-livestock farming system
- Disseminate best crop rotation/association methods (maize/forestry⁴, maize/legumes⁵, maize/livestock⁶, etc.).
- Promote use of quality seed with specific attention to constraints faced by female farmers who currently have more limited access to improved seeds.
- Integrated approach for the management of emerging pests, diseases and invasive species.
- Control of aflatoxins through improved postharvest management, especially drying and storage.
- Commercialization of the maize sector through value addition, development of Warehouse Receipts and harmonization of regional trade protocols and quality standards.

While for cassava systems development the key areas of intervention include:

- Promote use of pests and disease free planting materials to control the threats and strengthen capacities in good agronomic practices.
- Promote good manufacturing practices (GMP) and affordable processing technologies to meet the quality standards required by the market.
- Facilitate business linkages for improved market access, with better compliance with market standards.

4 <http://www.fao.org/3/a-i5312e.pdf>

5 <http://www.fao.org/3/a-i5310e.pdf>

6 <http://www.fao.org/3/a-i5304e.pdf>

Annex 2: Regional Initiative contribution to output indicators

SO 2	Output Indicator 1.1	Number of FAO-supported initiatives that used inclusive and participatory approaches to validate and share innovative practices for sustainable agricultural production.
	Output Indicator 1.2	Number of FAO supported initiatives that used multi-sectoral approaches to validate and share integrated strategies for sustainable ecosystem management, restoration and climate change adaptation and mitigation.
	Output Indicator 1.3	Number of public and private knowledge organizations and institutions, management agencies and networks that received organizational and institutional and/or technical capacity development support from FAO on the basis of assessed needs.
	Output Indicator 2.1	Number of countries supported with analyses of governance issues and options for integrated agricultural and natural resources sector sustainability.
	Output Indicator 2.2	Number of targeted policy processes with cross-sector dialogue on integrated and more sustainable agricultural and natural resource production systems that were supported by FAO.
	Output Indicator 2.3	Number of processes and partnerships that FAO has supported to enhance the recognition of key sustainable agricultural production and natural resource management concerns in enabling frameworks at the international (including regional) level.

SO 3	Output Indicator 2.1	Number of targeted policy processes supported by FAO for the revision or drafting of ARD policies that integrate Decent Rural Employment (DRE) principles as a central objective or for the implementation of DRE programmes.
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SO 4	Output Indicator 2.2	Number of countries provided FAO support for reducing food waste and loss.
	Output Indicator 2.3	Number of countries provided with FAO support to implement inclusive, efficient and sustainable value chains.
	Output Indicator 3.3	Number of countries receiving FAO support to monitor, analyze and manage price and market related risks.

Annex 3: Service Level Agreement for 2016-2017

Organizational Output	Milestone/Product- Services
<p>Organizational Output 20101 - Innovative practices for sustainable agricultural production (including traditional practices that improve sustainability, such as those listed as Globally Important Agricultural Heritage Systems) are identified, assessed and disseminated and their adoption by stakeholders is facilitated.</p>	<p>By end of 2016: Technical capacities in irrigation (including in Solar Power Irrigation Systems) are developed through training workshops – and schemes built or rehabilitated to enhance resilience and improved rice, maize and vegetable production in at least two of the following six African countries (Chad, Gambia, Kenya, Rwanda, Uganda and Zimbabwe).</p>
	<p>By end of 2017: New approaches in irrigation (including in Solar Power Irrigation Systems) are tested in the field – and schemes built or rehabilitated to enhance resilience and improved rice, maize and vegetable production in at least two of the following six African countries (Chad, Gambia, Kenya, Rwanda, Uganda and Zimbabwe).</p>
	<p>By end of 2016: Technologies and good indigenous practices for land, water and soils management are disseminated through training and documents to increase adaptation to climate change with specific focus on maize in at least two of the following sub-Saharan countries (Ghana, Kenya, Mali, Mozambique, Rwanda, Zambia).</p>
	<p>By end of 2016: Relevant practices for identified countries are disseminated as part of of the technical support provided to countries to enhance adoption and upscaling of appropriate climate-smart agriculture technologies. Major Areas of Work (MAWs): Climate-Smart Agriculture (CSA) - (Benin, Côte d’Ivoire, Ethiopia, Gambia, Ghana, Niger, Zambia).</p>
	<p>By end of 2017: Relevant practices for identified countries are implemented as part of the technical support provided to countries to enhance adoption and upscaling of appropriate climate-smart agriculture technologies. MAWs: CSA (Benin, Côte d’Ivoire, Ethiopia, Gambia, Ghana, Niger, Zambia).</p>
	<p>By end of 2017: Capacity at national and regional levels (through training workshops) are developed to promote adoption of appropriate CSA technologies to improve productivity and adaptation to climate change in seven countries (Benin, Côte d’Ivoire, Ethiopia, Gambia, Ghana, Niger, Zambia).</p>

Organizational Output	Milestone/Product- Services
<p>Organizational Output 20102 - Integrated and multi-sectoral approaches for ecosystem valuation, management and restoration are identified, assessed, disseminated and their adoption by stakeholders is facilitated</p>	<p>By end of 2016: A draft Practical Guide on Payment for Forest Ecosystem Services in sub-Saharan Africa is ready for review before publication as part of their RI2 priorities. (Regional)</p>
	<p>By end of 2017: A Practical Guide on Payment for Forest Ecosystem Services in sub-Saharan Africa published and disseminated to support countries such as Rwanda as part of their RI2 priorities. (Regional)</p>
	<p>By end of 2016: Draft Guidelines for the sustainable management of Inland wetlands for agriculture are disseminated for comments including case study from Côte d'Ivoire (Regional).</p>
	<p>By December 2017: Final Guidelines for the sustainable management of Inland wetlands for agriculture including case study from Côte d'Ivoire are disseminated.</p>
<p>Organizational Output 20103 - Organizational and institutional capacities of public and private institutions, organizations and networks are strengthened to support innovation and the transition toward more sustainable agricultural production systems.</p>	<p>By December 2016, Partnership between Farmer Based Organizations/Extension Services (of RI2 Focus Countries) and training centres for integrated rice/maize/cassava production systems supported through one training visit organized.</p>
	<p>By December 2016, at least two exchange visits have taken place between African countries, with the facilitation of the SSC ASTF to support the adoption of good practices in sustainable and integrated agriculture production.</p>
	<p>By December 2017, South-South Cooperation (SSC) supported activities (Brazil, China, Korea and Venezuela) in support of production, processing and commercialization processes for rice and other commodities in several African countries are carried out.</p>
	<p>By end of 2017: Technical support is provided to regional institutions including the RECs to increase investments in climate resilient and greenhouse gas efficient agriculture with linkages to forestry, land use and energy practices.</p>
	<p>By December 2017: Knowledge sharing exchange visits on Land tenure and use good practices (Participatory and Negotiated Territorial Development processes) to enable sustainable production are conducted in two countries (Côte d'Ivoire and DR Congo).</p>

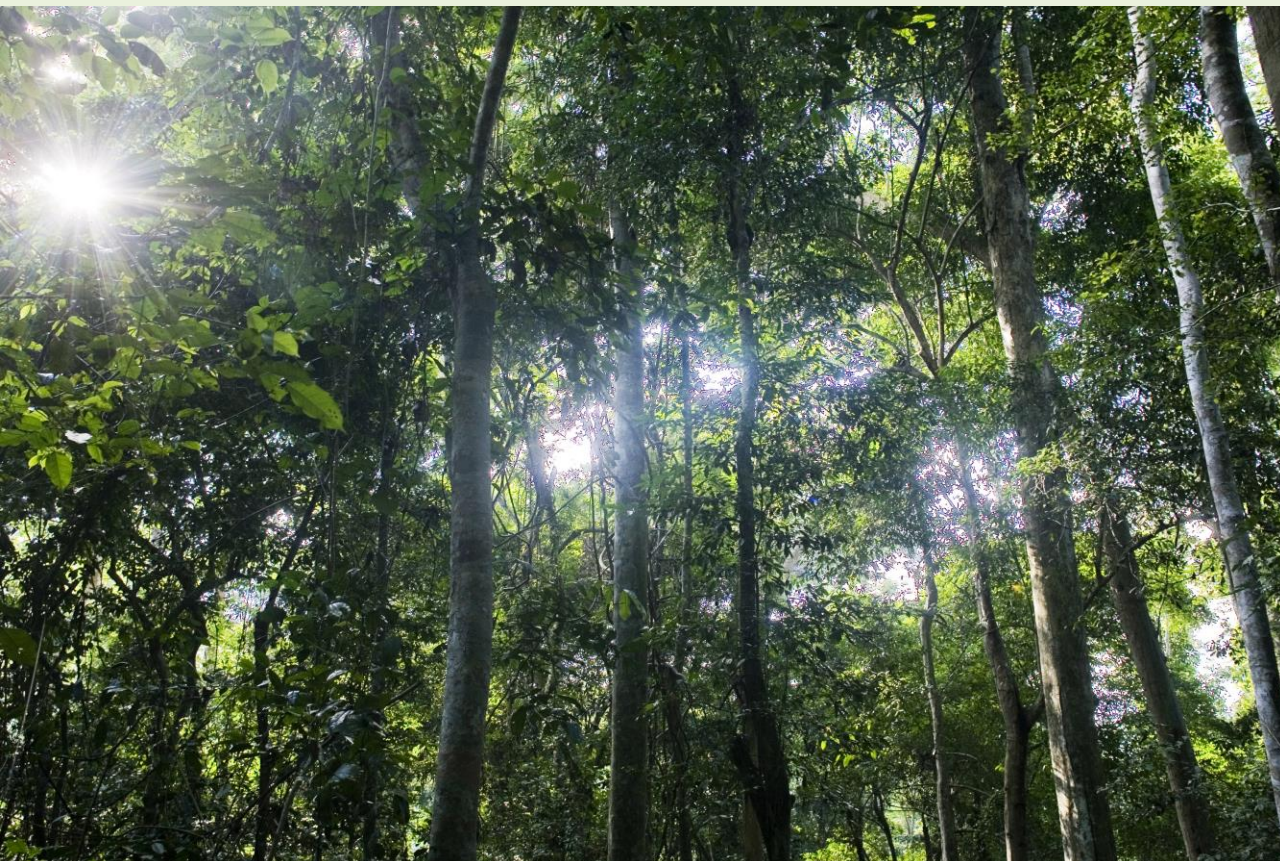
Organizational Output	Milestone/Product- Services
<p>Organizational Output 20201 - Countries are supported to analyze governance issues and options for sustainable agricultural production and natural resources management.</p>	<p>By December 2016: Capacity developed in formulation and analysis of livestock policies including strengthening Value-chain platforms and/or in Livestock feed uses, evaluation and economics including promotion of National feed evaluations (Chad, Rwanda).</p>
	<p>By December 2017: Capacity developed in formulation and analysis of livestock policies including strengthening Value-chain platforms and/or in Livestock feed uses, evaluation and economics including promotion of National feed evaluations (Burkina Faso, Mali).</p>
	<p>By end of 2016: Various governance supporting documents and publications such as Nature & Faune; advocacy material for the World Forest Day as well as VGGTs & Governance and Framework from the AU are disseminated, as appropriate.</p>
<p>Organizational Output 20202 - Countries are supported to strengthen national governance frameworks that foster sustainable agricultural production and natural resources management.</p>	<p>By December 2016 – A Regional workshop on operationalizing the Sustainable Food and Agriculture (SFA) and its link to the SDGs is held, and prospects for implementing SFA as an overarching approach for sustainability are identified in two additional RI2 focus countries.</p>
	<p>By December 2016: Policy dialogue is conducted in partnership with AU on fertilizers and sustainable soils management (Abuja 2) and activities of the African Soils Partnership are conducted to contribute to improved productivity. (Regional)</p>
	<p>By end of 2016: As part of the rice and cassava commodities desk study towards policy dialogues in Bioenergy and Food Security (BEFS) are conducted for an integrated value chain approach in at least two RAF countries (between Côte d’Ivoire, Cameroon and DR Congo).</p>
	<p>By end of 2016: Capacity development (through training workshops) of stakeholders and policy support and dialogues – such as statutory meetings including CECAF, CIFAA and SWIOFC on sustainable Aquaculture and fisheries development practices at regional and national levels are conducted in sub-Saharan Africa.</p>

Organizational Output	Milestone/Product- Services
Organizational Output 20303 - Stakeholders are supported to facilitate implementation and application of international (including regional) instruments and the recommendations/requirements of related governance mechanisms.	By December 2017: Capacity development in Land Tenure for the adoption/implementation of the VGGT and the AU's F&G in two countries (Great Lakes region).
Organizational Output 20401 - Relevant data and information is assembled, aggregated, integrated and disseminated, and new data generated through analyses and modelling – jointly with partners.	By December 2016: AquaStat data and information updated in support of the Sahel Irrigation Initiative (Burkina Faso, Chad, Mali, Niger and Senegal).
Organizational Output 20403 - Capacity development support is provided to institutions at national and regional levels to plan for and conduct data collection, analyses, application and dissemination.	By December 2016: Capacity developed in Data Collection for Soil Fertility Mapping Digital Soils, soils erosion and land degradation - to foster sustainable production -in at least two countries (Mozambique, Togo).
	By December 2016: 5 countries (Côte d'Ivoire, Chad, Congo, Equatorial Guinea and Senegal) supported to release and disseminate their Agricultural census data, 5 countries (Cameroun, Ghana, Mali, Comoros, Angola) are supported technically for the preparatory phase of data collection and 2 countries (Burkina Faso and Guinea) are supported to prepare Census Projects documents.
	By December 2017: 5 additional countries (Cameroun, Ghana, Mali, Comoros, Angola) are technically supported to release and disseminate their Agricultural census data, 2 countries (Burkina Faso and Guinea) are supported for the preparatory phase of data collection.

Annex 4: Main CPF priorities relevant to RI2

Output	Output Description	CPF alignment (Number of countries)
2.1.1	Stakeholders supported to identify, assess and disseminate innovative and sustainable production practices.	21
2.1.2	Innovative approaches for ecosystem and genetic resources valuation, management and restoration are identified, assessed, disseminated and their adoption by stakeholders is facilitated.	29
2.1.3	Organizational and institutional capacities strengthened to support innovation and the transition toward more sustainable production systems.	23
4.1.4	Public sector institutions have improved capacity to design and implement better policies and regulatory frameworks, and to provide public services related to plant and animal health, food safety and quality.	20
4.2.2	Evidence-based food loss and waste reduction programmes are developed at national, regional and global levels.	13





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Annex 5: Key partners

- African Union Commission (AUC) and specialized institutions: this Initiative builds upon Pillars 1, 3 and 4 of CAADP, the Ecological Organic Agriculture initiative aiming to mainstream ecological organic agriculture into national agricultural production systems by 2020.
- African Union - InterAfrican Bureau for Animal Resources (AU-IBAR), Pan-African Tsetse and Trypanosomiasis Eradication Campaign (PATTEC) and African Union - Pan African Veterinary Vaccine Centre (AU-PANVAC) – In areas of livestock development and trans-boundary animal disease control.
- Relevant RECs with programs in the areas of action of the Regional Initiative.
- Regional and National Platforms and task forces as relevant.
- FAO's Sub-Regional and country Offices, Headquarters.
- ECOWAS: ECOWAS Agricultural Policy (ECOWAP) and the organization of a regional forum on climate-smart agriculture as well as the Forest Convergence Plan provide important partnership opportunities.
- COMESA-EAC-SADC tripartite for the joint implementation of the programme on climate change adaptation and mitigation in Eastern and Southern Africa.
- Development partners such as the European Union (EU), the World Bank (WB), United States Agency for International Development (USAID), German Agency for International Cooperation (GIZ), Japan International Cooperation Agency (JICA), Swedish International Development Cooperation Agency (Sida) etc. that provide bilateral development assistance for sub-Saharan African countries.
- Forum for Agricultural Research in Africa (FARA): sustainable improvements to broad-based agricultural productivity, competitiveness and markets through continental networking.
- CGIAR centres such as Africa Rice, CIMMYT, ICARDA, IFPRI, IIAT, ILRI and IWMI: identifying and testing pro-poor adaptation and mitigation practices, technologies and policies for food systems, adaptive capacity and rural livelihoods; as well as providing diagnosis and analysis that will ensure cost-effective investments, the inclusion of agriculture in climate change policies, and the inclusion of climate issues in agricultural policies.
- Alliance for a Green Revolution in Africa (AGRA): works to achieve a food secure and prosperous Africa through the promotion of rapid, sustainable agricultural growth based on smallholder farmers.
- Regional agricultural and related Research and Development Centres.
- River Basin Organizations as relevant.
- African Conservation Tillage Network: promotes sustainable development in Africa through conservation agriculture principles & practices in Africa.
- National Conservation Agriculture (CA)/Climate-Smart Agriculture (CSA) Task Forces and the Regional CA Working Group for Southern Africa, the Eastern Africa CSA Platform, Africa Forest Forum, Program on Forests (PROFOR), Aquaculture Network for Africa (ANAF)/Special Programme for Aquaculture Development in Africa (SPADA).
- Concern Universal and Care International: Participatory methodologies for community mobilisation for promotion of CA and other Climate-Smart innovations, International Union for Conservation of Nature (IUCN) and Ramsar Convention on Wetlands, Global Water Partnership (GWP), Pan-African Farmers' Organization (PAFO) and other farmers associations.
- International Labour Organization (ILO): global employment and decent work agenda.
- Relevant Ministries in selected countries.
- Private sector: the private sector and public-private partnerships (ADB, IDB) play a fundamental role in changing current behaviors and technologies.

Annex 6: Flagship programmes

Flagship programmes across wetland and dryland ecosystems		
Integrated natural resources management (NRM)	Integrated crop production intensification	Sustainable value chain development
<ul style="list-style-type: none"> • Great Green Wall for the Sahara and Sahel Initiative covering more than 20 countries; • The SmartFish Programme - Implementation of a Regional Fisheries Strategy for the Eastern-Southern Africa and Indian Ocean Region; • EAF-Nansen project; • Transboundary Agroecosystem Management Programme for the Kagera River Basin; • Forest Resource Assessments; • Integrated conservation and management of biodiversity and genetic resources for food and agriculture; • Global Plan of Action on Animal Genetic resources; • Implementation of the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security; • Implementation of Guideline on governing land for women and men • Implementation of 1995 FAO Code of Conduct for Responsible Fisheries; • Implementation of the Guidelines for Institutionalizing and Implementing Community Based Forest Management; • FLEGT (Forest Law Enforcement, Governance and Trade) Initiative; 	<ul style="list-style-type: none"> • COMESA CSA project for 14 countries in Eastern and Southern Africa; • Special Programme for Aquaculture Development in Africa (SPADA) to strengthen the African Aquaculture Network (ANAF); • Forest Convergence Plan and sustainable intensification in forestry-agriculture systems for Central Africa (COMIFAC); • Tropical Agriculture Platform on capacity development in agricultural innovation systems: >40 partners supporting institutional capacity development; • Global Framework for Progressive Control of Transboundary animal diseases – GF-TADs; • Global Agenda of Action for Sustainable Livestock Sector Development; • ALive (African Livestock partnership); 	<ul style="list-style-type: none"> • Support to policy initiatives for the development of livestock/meat and milk value chains in West Africa on going in 15 countries (ECOWAS); • Improvement of food security in cross-border districts of Burundi, the Democratic Republic of the Congo Rwanda, and Uganda, in support of the modernization of agriculture under the NEPAD-CAADP framework; • Food Security Through Commercialization of Agriculture implemented in West and East Africa; • Food loss reduction strategy development in favour of smallholder producers in Africa; • Support to Regional capacity building for post-harvest loss reduction in sub-Saharan Africa;

Flagship programmes across wetland and dryland ecosystems (continued)		
Integrated natural resources management (NRM)	Integrated crop production intensification	Sustainable value chain development
<ul style="list-style-type: none"> • SmartFire Umbrella Programme; • Convergence Plan for the Sustainable Management and Utilization of Forest Ecosystems in West Africa (ECOWAS); • Forest & Farm Facility (FFF); • Guidelines on sustainable inland wetland development (in development); • Technical guidelines for enhancement of payment for forest ecosystem services in sub-Saharan Africa (in development); • United Nations- Reducing emissions from deforestation and forest degradation (UN-REDD) Programme (National Programmes in DRC, Congo, Tanzania, Zambia, Nigeria); • Criteria and Indicators (CI); targeted support in Cameroon, Sudan, Kenya, Ghana); • Regional Measuring, Reporting, and Verification (MRV) Congo Basin Project (10 Central African Forest Commission (COMIFAC) countries); • Integrated Land Use Assessment II (Zambia); • National Forestry Resources Monitoring and Assessment (Tanzania). 	<ul style="list-style-type: none"> • Economics and Policy Innovations for Climate-Smart Agriculture (EPIC) programme in Zambia and Malawi aimed at identifying and implementing climate-smart agricultural policies, analyzing and identifying impacts, effects, costs and benefits as well as incentives and barriers to the adoption of climate-smart agricultural practices; • Agro-forestry Guidelines for Policy Makers; • FAO-WILD Umbrella Programme; • Water and Food Security Initiative West Africa. 	<ul style="list-style-type: none"> • Roots and tubers commercialization projects; • Under SO4 Output 203 on sustainable value chain development, FAO is implementing the Programme “Enable women to benefit more equally from agri-food value chains” through a Multi-Partner Programme Support Mechanism (FMM) in eight countries in Africa (Burkina Faso, Côte d’Ivoire, Ethiopia, Ghana, Kenya, Morocco, Rwanda and Tunisia).
<ul style="list-style-type: none"> • Support to the RECs in the relevant areas; • Guidelines for incorporating climate change considerations into agricultural investment programmes; • Climate-Smart Agriculture (CSA) Sourcebook; • Valorization of indigenous climate change adaptation strategies; • Junior Farmer Field and Life Schools initiatives on going in over 16 countries. 		



FAO Regional Office for Africa

No. 2 Gamel Abdul Nasser Road

P.O. Box GP 1628

Accra, Ghana.

Tel: +233 302 610930

E-mail: RAF-ADG@fao.org

<http://www.fao.org/africa/en/>