



African Union
a United and Strong Africa

ECOLOGICAL ORGANIC AGRICULTURE (EOA)-INITIATIVE 2015 – 2025 STRATEGIC PLAN

**PREPARED BY BIOVISION AFRICA TRUST ON
BEHALF OF THE EOA CONTINENTAL**

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MESSAGE FROM THE EOA CONTINENTAL STEERING COMMITTEE



It is with great pleasure that I present this Strategic Plan for the period 2015 – 2025 for the Ecological Organic Agriculture Initiative (EOA-I) in Africa. This Strategic Plan is a product of extensive discussions and consultations among various stakeholders and partners from various parts of the African continent and beyond. It takes into account ongoing agroecological initiatives in Africa to address food insecurity and safeguard the environment and firmly compliments the continental efforts spearheaded by the Department of Rural Economy and Agriculture (DREA) and the Comprehensive African Agriculture Development Programme (CAADP) of the African Union Commission (AUC). It is worth noting that African leaders have committed themselves to promoting agriculture including ecological organic agriculture, and this will bolster the African Union Commission’s targets for the next decade, from now to 2025. The decision to develop this Strategic Plan for the EOA initiative was first discussed in the second Continental EOA Steering Committee meeting held in Cotonou, Benin in August 2014. The Committee decided to engage external consultancy services to facilitate the review of the first Action Plan as well as develop a long-term Strategic plan. I am glad the plans have been implemented as scheduled.

Africa continues to face the biggest challenge of feeding its populations. With a rapidly growing population, worsening effects of climate change, effects of globalisation, rising food prices, new and old contracted conflicts, the urgency and pressure felt by our national governments has led to various declarations aimed at supporting Agriculture. Addressing these challenges needs a multi-sectoral, holistic approach and the Ecological Organic Agriculture (EOA) is one such initiative that brings into Agriculture dimensions that embrace sustainability, biodiversity, and ecosystem services, while producing food for the populations.

The Ecological Organic Agriculture has experienced encouraging growth over the past few years. The acreage of land in Africa under organic agriculture and the concern for our ecosystems and biodiversity continues to increase. The feeding habits of our populations are changing and health consciousness is growing. The demand for healthy organic products on the national, regional and international markets has grown and surpassed the supply. Our voice is being heard in both Africa and beyond and we are gaining international support steadily. There could not be a better time than now for Africa to plan and strategise on how to guide this growth to reap the maximum impact and benefits from it in a sustainable way.

I would therefore like to thank all those who have contributed to the development of this Strategic Plan, which is a big milestone towards implementing the decision of African Heads of States and Government on organic farming. We are most grateful to the Swiss Agency for Development and Cooperation (SDC) for providing financial support towards developing this plan. Special thanks go to the management of Biovision Africa Trust for providing secretariat support and coordinating the entire process in the most cost-effective way.

Dr Janet Edeme PhD

Head of Division, Rural Economy/Agriculture and Food Security– African Union Commission
Chair of the EOA Continental Steering Committee.

LIST OF ABBREVIATIONS AND ACRONYMS

AfrONet	African Organic Network
ARSO	African Regional Organisation for Standardisation
AUC	African Union Commission
CAADP	Comprehensive Africa Agriculture Development Programme
CEN-SAD	Community of Sahel-Sahara States
CLOs	Country Lead Organisations
COMESA	Common Market for Eastern and Southern Africa
CSC	Continental Steering Committee
DREA	Department of Rural Economy and Agriculture
EAC	East Africa Community
EAC	East African Council
ECCAS	Economic Community of Central African States
ECOWAP	Economic Community of West African States Agricultural Policy
ECOWAS	Economic Community of West African states
EOA-I	Ecological Organic Agriculture Initiative
EU	European Union
FAO	Food Agriculture Organisation of the United Nations
FARA	Forum of Agricultural Research for Africa
FENAB	Fédération Nationale pour l’Agriculture Biologique
FiBL	Research Institute of Organic Agriculture
GDP	Gross Domestic Product
GEs	Genetic Engineering
GMOs	Genetically Modified Organisms
I&C	Information and Communication
IAASTD	International Assessment of Agricultural Knowledge, Science and Technology for Development
IFOAM	International Federation of Organic Agriculture Movements
IGAD	Intergovernmental Authority on Development
MISEREOR	German Catholic Bishops' Organization for Development Cooperation
MOBIOM	Organic Movement of Mali
MOU	Memorandum of Understanding
NEPAD	The New Partnership for Africa’s Development
NOAMS	National Organic Agriculture Movements
NOAN	Association of Organic Agriculture Practitioners of Nigeria
NOARA	Network of Organic Agricultural Research in Africa
OBEPAB	Organisation Béninoise pour la Promotion de l’Agriculture Biologique
PAs	Partnership Agreements
PGS	Participatory Guarantee System
PIPs	Pillar Implementing Partners
RECs	Regional Economic Communities
SADC	Southern African Development Community
SDC	Swiss Agency for Development and Cooperation
SSNC	Swedish Society for Nature Conservation
ToT	Trainer of Trainers
UMA	Arab Maghreb Union

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EXECUTIVE SUMMARY

The development of this Strategic Plan was mandated following the second meeting of the Ecological Organic Agriculture (EOA) Continental Steering Committee held in Cotonou, Benin, in August 2014. The planning exercise culminated in a five-day workshop held in Nairobi, Kenya in February 2015. It involved the active participation of twenty (20) stakeholders with representation from all the eight countries currently implementing ecological organic agriculture initiative in Africa, the Africa Union Commission (AUC), the East African Community (EAC), the African Organic Network (AfroNet), universities and research institutions, Non-governmental organisations, traders as well as individual farmers. The Strategic Plan document takes into account results of the review of the first EOA Action Plan, alignment with the Malabo Declaration, coherence with the AUC – DREA strategy for agriculture in Africa as well as the global agenda on sustainability (Sustainable Development Goals -SDGs). Discussions and the write-up of the Strategy were facilitated by a competitively recruited consultant.

The document has seven (7) chapters. Chapter One aligns the strategy to continental and international policies and development frameworks and highlights achievements and lessons learnt from the pilot of the implementation of the EOA Action Plan in 2012. Chapter Two presents the operational context of the initiative and describes the prevailing political, social, economic, technological, environmental and legal contexts affecting agriculture and food security in Africa. It analyses the strengths and weaknesses of the EOA initiative and captures immediate priorities, opportunities and threats. Chapter Three presents the strategic focus of the initiative in terms of the EOA Vision, Mission, Goals and Core Values. Building on this, Chapter Four outlines key priority areas and strategic objectives of the EOA Strategy. Chapter Five presents the geographical focus of operation, the target groups of the initiative and stakeholder analysis indicating the range and roles of partners supporting this initiative. In Chapter Six, the strategy shows the EOA organisational structure and describes how the strategy will be implemented by member states with a specific focus and niche in promoting agricultural practices that underpin the fact that the African biodiversity and its ecosystems need to be protected/preserved as populations struggle to produce food. Sustainability strategies have been briefly presented in this chapter. Chapter Seven provides the intervention logic of the initiative via goals, objectives/outcomes, activities and indicators. The imminent risks to the initiative and mitigation strategies are presented in this chapter. The strategy builds on gains already made in the past four years that the initiative has been implemented and focuses on best practices and lessons learnt over these years.

In developing this strategy, various tools were used by the workshop participants to capture pertinent information and catalyze the needed broad-based discussions and these included:

- A rapid review of the first EOA Action Plan developed in 2012 that informed the pilot work in six countries namely, Kenya, Uganda, Tanzania, Ethiopia, Nigeria and Zambia. The review looked critically at the relevance, coherence and consistency of the EOA concept, vision, mission and goal as set out in the action plan. Results of this exercise helped in refining the Strategic Focus of the plan (Vision, Mission, Goal, objectives and core values) to align with regional and continental declarations in the agriculture sector.

- A political, economic, social, technological, environmental and legal (PESTEL) analysis to capture the prevailing external contexts of African agriculture in which EOA is embedded. Results from the analysis was used to present critical opportunity areas and existing threats that are likely to influence the success of the EOA strategy.
- An analysis of strengths, weaknesses, opportunities and threats (SWOT), focusing on the internal environment of the Ecological Organic Agriculture initiative (EOA-I) was also done to address the structural and systemic aspects. The findings of the SWOT exercise and strategic focus were used to formulate the key priority areas, the strategic direction of the programme, the broad programme objectives and planned outcomes, and appropriate approaches to use in implementing the strategy.
- Participants reviewed the intervention logic using theories of change encapsulated in EOA Key priority areas (Pillars).

The draft document was prepared and shared with the strategic working group (SWG) of eleven members formed during the planning week for first review. The draft document was also shared with EOA eight country lead organizations (CLOs) to liaise with their national forums and national steering committees for review and addition of relevant inputs. The final product is thus a joint effort by various stakeholders across the continent.

Below is a diagrammatic presentation summarizing the EOA Strategic Plan.

Geographical focus:

All 54 Countries of Africa

OUTCOMES

1. Scientific and indigenous knowledge and innovations on Ecological Organic Agriculture (EOA) increased.
2. Information and communication on EOA and good practices (production, processes, and local systems) developed, packaged and disseminated.
3. EOA product value chain mapping, data collection, opportunity analysis and product/input vetting conducted.
4. Business Development Strategies (BDS) for target businesses along value chains developed.
5. The market share of EOA quality products at the national, regional and international markets increased.
6. Functional partnerships and networks at national, regional and continental levels realized.
7. A harmonised understanding and awareness of the value and benefits of ecological organic agriculture (EOA) among various stakeholders realized.
8. Integration and alignment of EOA into National governments and Regional Economic Communities (RECs) policies, plans and regulatory frameworks of the agriculture sector and other relevant line ministries realized.
9. Well governed, efficient and effective EOA Institutions developed.

KEY PRIORITY AREAS:

- Priority 1:** Research, Training and Extension
- Priority 2:** Information and Communication
- Priority 3:** Value Chain and Market Development
- Priority 4:** Networking and Partnerships
- Priority 5:** Policy and Programme Development
- Priority 6:** Institutional Capacity Building

Strategic approaches

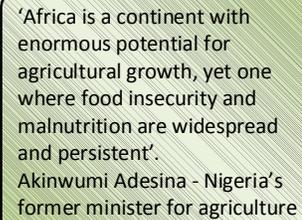
1. Holistic, multi-stakeholder and multi-sectoral approach
2. Partnership and networking strategy
3. Community empowerment and inclusiveness
4. Growth and expansion strategy

CHAPTER .1: INTRODUCTION

Background

An analysis of the current state of African agriculture gives a disturbing picture. Although Africa and especially Sub-Saharan Africa remains an overwhelmingly agricultural continent, food insecurity and hunger continue to stare at African populations.

According to the Food and Agriculture Organisation (FAO) statistics for 2014, agriculture still accounts for 58% of Africa's economic activity, and in countries such as Burkina Faso, Ethiopia, Guinea, Mozambique, Niger and Rwanda, the share rises to 80%. A pertinent question then is why does most of Africa's population continue to go hungry? Why is a region that could adequately feed itself increasingly becoming dependent on food imports or aid? Perhaps most critical, why are so many African farmers living in poverty, food insecurity, and given their capacity for resilience, entrepreneurship and innovation?



'Africa is a continent with enormous potential for agricultural growth, yet one where food insecurity and malnutrition are widespread and persistent'.
Akinwumi Adesina - Nigeria's former minister for agriculture

There is however space for hope as the agriculture sector is now undergoing a fragile recovery from several decades of neglect and misplaced policy advice. More African governments are putting in place policies, plans and public investments needed to stimulate growth in this sector. However, amidst this hope lies a challenge; the unsustainability of the modern and current agricultural production systems being promoted in the continent. These systems encourage over reliance on non-renewable external inputs associated with greenhouse gas emissions that adversely impact on climate change, soil fertility and ecosystems. Other challenges contributing to the slow progress in agriculture include the conflicts that continue to bedevil the continent and threaten development efforts; continued land degradation, and the consequential loss of productive soil attributed to poor land use management and lack of appropriate technical and knowledge-based inputs; and the presence of destructive pests that have wiped out acres of crops further aggravating the situation.

The widely acknowledged 'Crisis in African Agriculture', challenges facing smallholder farmers and the succinct reality facing governments across Africa in feeding its citizens motivated the African Heads of States and Government to make a declaration to support Organic¹ Farming in Africa under decision EX.CL/ Dec. 621 (XVII) in 2011. The African Union Commission (AUC) then prioritised the agriculture sector in its Strategic Plan 2014-2017. As a result, various initiatives are now being pursued to address the food insecurity challenge among other challenges. One such initiative is the 'Ecological Organic Agriculture Initiative' (EOA-I); defined as a holistic system that sustains the health of ecosystems and relies on functional cycles adapted to local conditions, rather than the use of synthetic inputs which have adverse effects on total health (human, animal, plant and environmental). The EOA practices have global recognition e.g. The Convention on Biological Diversity (CBD, 2001) recognizes the importance of traditional knowledge in the conservation and sustainable use of [agricultural] biodiversity, UNEP also recognizes the vital role of bio-cultural diversity as necessary for sustainable development.

¹ Including Ecological farming

The Ecological Organic Agriculture Initiative (EOA-I) is a continental initiative that holds promise for increasing the productivity of Africa's smallholder farms, with consequent positive impacts on food security. This came up after the African Union Commission (AUC) supported a workshop in Kenya in 2011 leading to the formation of a Central Steering Committee (CSC) on organic agriculture. The AUC has ensured that membership of this committee is broadened to include representatives from the Regional Economic Communities (RECs) in Africa, NEPAD Planning and Coordinating Agency, Farmers Organizations, Civil Society Organizations (CSO), Donors, Private Sector Agriculture-based organizations, African Organic Network (AfroNet), Organic certification bodies, Research Institutions, Academic Institutions, Ecological Organic Agriculture Industry Institutions or Networks and Development Partners. The African Union Commission provides the Chair to the Continental EOA Steering Committee. The AUC, with support from SDC, has also facilitated the development of the Rules of Procedures and Terms of Reference to guide the work of the committee. The committee recommended a review of the African Organic Action Plan to reflect current realities and in addition for a Strategic Plan on Ecological Organic Agriculture to be developed.

The initiative has been implemented in Africa since 2012 first on pilot basis in six countries Ethiopia, Kenya, Uganda, Tanzania, Nigeria and Zambia. So far eight (8) countries - four in Eastern Africa (Ethiopia, Kenya, Uganda, and Tanzania) and four in West Africa (Mali, Nigeria, Benin and Senegal) are rolling out the initiative, with an overall goal of mainstreaming ecological agriculture into national agricultural production systems, plans and policies.

In addition to EOA, to help organic farmers, exporters and to support organic agriculture platforms among Member States of the African Union access these markets, the Department of Rural Economy and Agriculture (DREA) of the African Union Commission (AUC) has been organizing regional training workshops on organic standards and certification systems, organic production, marketing and extension support. This undertaking is in line with the African Union Heads of State and Government decision on organic farming.

A trajectory of successes, lessons learnt and challenges are documented under various independent projects under this initiative.

1.1 Alignment to Continental and International Policies and Development Frameworks

The EOA Initiative is aligned to the AU-Department of Rural Economy and Agriculture (DREA) agenda, the Comprehensive African Agriculture Development Plan (CAADP) Results framework, the Malabo declaration and Agenda 2063. In aligning itself to the Malabo declaration on CAADP and commitment to accelerate Agricultural Growth and transformation for Shared Prosperity and Improved Livelihoods and on Nutrition Security for Inclusive Economic Growth and Sustainable Development in Africa by Heads of States and Government of the African Union meeting in June 2014, the EOA Initiative through its six implementation strategies will contribute to the realization of the commitments to the Principles and Values of the CAADP Process, to enhance investment finance in Agriculture, to

ending hunger by 2025, to halving poverty through inclusive agricultural growth and transformation, boosting intra-African trade in agricultural commodities and services, enhancing resilience of livelihoods and production systems to climate variability and other related risks as spelt out in the seven priority areas of the declaration.

Malabo Declaration Commitments

1. Recommitment to the principles and values of the CAADP process
2. Commitment to enhancing investment finance in agriculture
3. Commitment to ending hunger in Africa by 2025
4. Commitment to halving poverty, by the year 2015 through inclusive agricultural growth and transformation
5. Commitment to boosting intra-African trade in agricultural commodities and services
6. Commitment to enhancing resilience of livelihoods and production systems to climate variability and other related risks
7. Commitment to mutual accountability to actions and results

CAADP Result Framework

Level 1: Top-level results (a) wealth creation and (b) poverty alleviation; (c) Improved food and nutrition security; (d) improvements in reach and quality of productive safety nets; and (d) ecosystem and social system resilience.

Level 2: Intermediate-level results of agricultural productivity, competitiveness and inclusive growth.

Level 3: a combination of various capabilities needed to accelerate agricultural growth

African Union Commission (AUC) Agenda 2063 Aspirations

AU-Department of Rural Economy and Agriculture (DREA) Key Result Areas

1. Sustaining the implementation of CAADP priority programmes as an instrument to boost agricultural production and productivity, food and nutrition security and eliminating hunger and reducing poverty
2. Design and implementation of programmes on agribusiness, including on improved access to productive resources and capacity of women and youth and other disadvantaged social groups
3. Design of and implementation of programmes for harnessing rural infrastructure for market access and trade in agricultural products
4. Enhanced implementation of priority programmes on environment and natural resources and climate change

Ecological Organic Agriculture Initiative Key Result Areas (outcomes) 2015-2025

1. Scientific and indigenous knowledge, technologies and innovations on Ecological Organic Agriculture (EOA) increased.
2. Information and communication on EOA approaches, good practices (production, processes, and learning systems) developed, packaged and disseminated.
3. EOA product value chain mapping, data collection, opportunity analysis and product/input vetting conducted.
4. Business Development Strategies (BDS) for target businesses along value chains developed.
5. The market share of EOA quality products at the national, regional and international markets increased.
6. Functional partnerships and networks at national, regional and continental levels.
7. A harmonised understanding and awareness of the value and benefits of ecological organic agriculture (EOA) among various stakeholders.
8. Integration and alignment of EOA into National governments and Regional Economic Communities (RECs) policies, plans and regulatory frameworks of the agriculture sector and other relevant line ministries realized.
9. Well governed, efficient and effective EOA Institutions

By implementing the planned action on research, training and extension, Value chain and Market development as well as policy and programme development, the EOA initiative will realize the goal of mainstreaming Ecological Organic Agriculture into national agricultural production systems which will lead to the improvement in quality of life for African citizens which the Malabo declaration ultimately intends to achieve as well. Through the planned Information and Communication activities, networking and partnership and institutional capacity development, the initiative will ensure outreach to a wider audience with adequate information and practical activities towards meeting the African dream of food security.

The EOA- Initiative has also aligned its outputs and intervention logic to the **Comprehensive Africa Agriculture Development Programme (CAADP) results framework (2015-2025)**. Borrowing heavily from the CAADP results framework, the EOA initiative proposes to promote value addition and a more aggressive African agribusiness entrepreneurship of ecological organic products on both the domestic and global markets through its third Key priority area of Value chain and market development. The EOA initiative also proposes to strengthen its institutions and communities to unleash their potential. The EOA institutions will be supported to develop frameworks and systems that promote transparency and accountability and to also have strong programme development and management capacity to enable them deliver on identified key result area for the growth of African agriculture. The EOA-I also adopts a strategy that will promote effective alliances and partnerships to ensure wider outreach in Africa. The initiative targets women, youth and rural communities as key stakeholders through which the initiative will work. The African Union Commission (AUC) which also chairs the EOA Continental Steering Committee (CEC) will take lead in implementing this initiative, in line with the CAADP Results Framework implementation strategy at the regional and continental levels.

The EOA initiative being continental initiative with structures from national/country level to continental level responds to the AU Agenda 2063 and is designed to help define the role of Ecological Organic agricultural in that Agenda. Ultimately both the EOA initiative and Agenda 2063 aim to drive nationally tailored policies and programmes on the continent that ensure an African people living quality life are healthy and well nourished. The initiative just like Agenda 2063 is built on the premise of healthy ecosystems and agricultural practices that preserve the African natural environment. Both the EOA initiative and Agenda 2063 agree that scaled-up production, improved productivity and value addition driven by transformative leadership, necessary resources and enhanced capacities will lead to the prosperity of African nations as well as to food and nutrition security of its citizens.

The implementation strategy adapted by DREA is premised on the Theory of change that DREA's four key priority areas mentioned above can be achieved if there is improved and inclusive policy design and implementation capacity and more efficient and stronger institutions to undertake clear roles and responsibilities assigned to them. This resonates with the EOA initiatives goal for the next ten years: ensuring that African governments embrace and include EOA practices in relevant policies, plans and programmes.

1.2 Alignment to the UN-Sustainable Development Goals

The EOA strategy aligns itself to the following UN Sustainable Development Goals (SDGs):

Goal Number	Goal Description
Goal 1	End poverty in all its forms everywhere
Goal 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Goal 3	Ensure healthy lives and promote well-being for all at all ages
Goal 12	Ensure sustainable consumption and production patterns
Goal 13	Take urgent action to combat climate change and its impacts
Goal 14	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
Goal 15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
Goal 17	Strengthen the means of implementation and revitalize the global partnership for sustainable development

1.3 Achievements and Lessons Learnt in Implementation of the first EOA Action Plan (2011-2015)

The first EOA Action plan was ambitious with its activity budget, technical scope and geographical coverage. The plan was submitted to interested parties and donors for financial support for its implementation. To date, support for the initiative has been received from the Swiss Agency for Development and Cooperation and the Swedish Society for Nature Conservation/Sida and EOA projects are being implemented in Eastern and West Africa. The planned activities were fairly implemented despite the shortage of adequate funding to implement more activities. The diversity of stakeholders involved in the initiative greatly contributed to the success of the pilot phase which laid the foundation upon which the initiative is now being rolled out in the eight African countries.

Some lessons learnt include:

- The fact that farmers in Africa are ready to adopt and adapt EOA practices as long as these translate into direct improved household food security and financial benefits. EOA practitioners have the task to provide evidence of these direct benefits so as to bring many more farmers on board and create a critical mass that will help increase the scope of EOA farming in Africa.
- National governments are ready to re-focus their efforts in agriculture toward EOA if convinced that the initiative will ensure food security and will be able to feed their citizens.
- The shortage of organic farm inputs (especially seeds and fertilisers) remains a big challenge in promoting EOA and farmers with large tracts of land are not able to access adequate and affordable organic seeds and fertilisers. This has slowed down progress

and presents a weak link which is exploited by those promoting alternative conventional farming approaches.

- The inclusion of women and youth in EOA initiatives more prominently will ensure higher uptake of the initiative as well as sustain its future.
- The adaptability of farmers to this initiative is high since it embraces practices that are familiar and rooted in the agricultural practices of society long before conventional farming came along.
- There exists a lot of un-documented and poorly validated indigenous information and knowledge which should be harnessed and made available through EOA Information and Communication efforts (through resource centres, radio, print media, websites, etc).
- The EOA initiative's strategy to work with already established institutions like the National Organic Agriculture Movements (NOAMs) enabled the coordination of the various efforts by different stakeholders and accelerated acceptance of EOA by a much wider audience.

CHAPTER .2: THE OPERATIONAL CONTEXT IN AFRICA AND IMPLICATIONS FOR THE EOA STRATEGY

2.1. PESTEL - Analysis of external factors and how they affect the EOA Strategy

Political Analysis

Africa is experiencing considerable political activity towards addressing the challenges facing the agricultural sector. Governments have realised that unless their populations are well fed, development will not take place; - after all the well-being of the people is the only measure that counts when defining progress.

Collectively, under the Malabo Declaration African governments recommitted themselves to allocate 10% of their total national budgets to agriculture, develop new seeds and technologies, and create an enabling market environment for agricultural products. At the continental level, agriculture has been given the needed attention by African Union Heads of States through the African Union Strategic Plan (2014-2017), the Department of Rural Economy and Agriculture's (DREA) operational plan and other instruments such as the resolution supporting Organic Farming in Africa captured in document EX.CL/ Dec. 621 (XVII).

According to the Chair of the African Union Commission (AUC), Dr Nkosazana Dlamini Zuma:

"We are looking at agriculture as one of the important drivers for industrialisation. We have the land, the people and the products. But we need to process more of our products in order to create jobs for the young people."

The evident involvement of Regional Economic Commissions (RECs) in efforts geared towards improving food security in Africa is commendable. The Southern African Development Community (SADC) mandated its Directorate of Food, Agriculture and Natural Resources to develop, promote, coordinate and facilitate the harmonisation of policies and programmes in order to increase agricultural and natural resources production and promote trade. This undertaking is intended to ensure food security and economic development in the region on a sustainable basis. The East African Community under the EAC's Agriculture and Rural Development Policy (EAC-ARDP) guides agriculture and Food Security initiatives in the region. Trade barriers among member states are being addressed through the 'common markets, monetary union and customs union initiatives. The Common Market for Eastern and Southern Africa (COMESA) Agricultural Strategy encourages member states to remove all barriers to trade and expand markets for agricultural produce, adapt new technologies and improve policy environment. The Economic Community of West African States (ECOWAS) through its regional Agricultural policy dubbed 'Ecowas Agricultural Policy ECOWAP' has the overall objective of contributing in a sustainable way to meeting the food needs of its populations, ensure economic and social development, reduce poverty among Member States, and thus reduce existing inequalities among territories, zones and nations. The West African Economic and Monetary Union (also known by its French acronym, UEMOA) and Customs Union further enhance cooperation and integration among their member states and enhance the free movement of goods including agricultural products.

One of the objectives of the Arab Maghreb Union (UMA) is the adoption of a common policy in all areas that ensure the industrial, agricultural, commercial and social development of its member states.

All national governments in Africa have policies supporting sustainable agriculture. The politics is right. However, the conflicts of the continent are a great hindrance to development in the sector. Mention can be made of the protracted conflicts in Somalia, DRC, Chad, Sudan and South Sudan as well as the enhanced terrorists' activities severely affecting some countries such as Kenya and Nigeria. The Arab spring's popular uprisings in Egypt, Libya and Tunisia are notable occurrences that have maintained Africa's 'Face of Hunger' more than the lack of political will. These incidences threaten the achievement of the goals of the RECs on the continent.

Economic Analysis

Agriculture continues to feature as an important sector in the African economy, second to Trade and Industry. With over 60% of land currently uncultivated but available for farming, a fast growing urban market and a good number of resilient innovative farmers; African agriculture is emerging as a force in the global food and nutrition security system. The potential of African farmers to reduce poverty and enhance nutrition for populations is high. Africa's governments have acknowledged this potential and are increasing investments in agriculture, removing barriers to regional trade, and applying the lessons of science and technology development to embrace a new agricultural revolution.

The financing environment in Africa has greatly improved over the past few years. This improvement is attributed to various factors including the increased investment in infrastructure, improved business environment and a growth in Africa's financial institutions. Countries that sort debt write-offs in the past decade are today entering sovereign bond markets. Led by South Africa, which has issued sovereign bond worth approximately USD 15.02 billion over the past decade, Nigeria, Rwanda, Ghana, Mozambique, Gabon and Kenya have joined the economic fray. This essentially means that Africa is improving its purchasing power which will gradually lead to the decline in demand for foreign aid. Equipped with financial freedom, Africa will be positioned to invest and develop faster in its main economic activity; Agriculture. Moreover, there is an increasingly growing middle class in Africa (globally the fastest) leading into increasing domestic market for quality goods and particularly agricultural products. Some 313 million people, 34% of Africa's population, spend USD 2.20 a day, a 100% rise in less than 20 years, according to the African Development Bank.

According to the Africa Progress Report 2014², over one-third of countries in the region posted growth rates of over 6% in 2013. This reflects an improvement on macroeconomic policies in the region that have cushioned the region from facing the worst effects of the

² Grain Fish Money, Financing Africa's Blue and Green Revolutions, Progress Report 2014. Publication of the Africa Progress Panel

global financial crisis. The business environment for domestic and foreign investors has improved greatly and the demand for Africa's resources (including agricultural products) has increased. The emerging private sector and the support of private/public partnerships by governments is an area to tap into in order to scale up investment in agro processing, value addition and access to agricultural export markets. The challenge lies in spreading the benefits of the growth equally through intra-African trade. The role of the RECs is therefore crucial in ensuring that existing trade barriers are removed.

*The ultimate measure of progress is not to be found in GDP numbers or growth rates, but in the wellbeing of people – and in prospects for enabling people to improve their lives and Africa is **JUST NOT** living up to this measure!!!*

The barriers are sometimes exacerbated by effects of globalization. A combination of the impact of previous structural adjustment programmes and partial reforms in the rules governing international trade has reduced the prices of primary commodities exported by African countries and caused an increase in imports of agricultural products from more competitive producers, some of which remain highly subsidised in their country of origin. Consequently, measures are needed to increase the understanding of issues in multilateral trade negotiations, strategies to reduce economic dependence on primary commodities and major reforms of agricultural development and research strategies.

Social Analysis

The population on the African continent is growing rapidly and Africa, unfortunately the world's poorest continent, also prides itself in having the highest population growth rate in the world. Nigeria for example is in the top ten of the most populous countries on the planet with a population of 177 million (The Population Data Sheet 2014) and is expected to climb to the top five in the course of this century. Despite the HIV/AIDs pandemic, Africa's population has not declined due to the high fertility (average births per woman) rates that keep a balance on the population numbers. In a few countries, such as Botswana, Lesotho, and South Africa, population growth has slowed dramatically or stopped due to AIDS, but the overall growth in the region surpasses that of other regions of the world.

The African population is expected to more than double to 2.4 billion by 2050 (up from the current estimates of 1.1 billion people), with the sub-Saharan part of it, currently at 900 million plus, swelling to 2.2 billion³. According to the Africa Progress Report 2014, half of the world's population growth between now and 2050 will occur in Africa due to longer life expectancy rates. Fortunately, Africa also has the world's fastest-growing population of young people. Half of the region's population is under 25 and this means that Africa has a huge and growing population of young adults which is also its potential work force and provides opportunity for innovation. Evidently, the combination of an increasing population and improving economic fortunes generates an expanded market and increased demand for food where populations have to be fed. But this potential has to be harnessed constructively

³ The Population Research Bureau, a Washington-based outfit 2014. See also the 2014 world population data sheet

so that young adults get employed and find work opportunities that build their careers in line with the development needs of their countries' economies.

Farmers in Africa are the region's most important yet most neglected resource as most of them continue to live and work in rural areas as smallholder farmers. The rural–urban divide is one of the biggest social fault lines, with urban areas receiving more development focus than is done in most rural parts of Africa. The wealth of knowledge, complex farming systems and practices based on traditional wisdom and culture are hardly adequately researched and very little indigenous knowledge is shared among local and higher-level policy makers on the continent. Africa, therefore, continues to be in the front line in the global war on extreme poverty, as it accounts for at least 80% of the global population living in extreme poverty.

With regards to attitudes toward “green” or ecological products, support for renewable energy and recycling of goods past their useful life, product quality and customer service, most African populations are not well informed. In fact, the general preferences are for imported goods including processed foods, use of non-renewable energy and a ‘rich’ lifestyle that is not health or environmentally conscious. The cases of lifestyle diseases (diabetes, obesity, high/low blood pressure, etc.) and related deaths have tremendously increased on the continent over the past fifty years since most countries broke free of direct colonial rule.

Technological Analysis

“Much of the world's biological diversity is in the custody of farmers who follow age-old farming and land use practices. These ecologically complex agricultural systems associated with centres of crop genetic diversity include not only the traditional cultivars or 'landraces' that constitute an essential part of our world crop genetic heritage, but also wild plant and animal species that serve humanity as biological resources” (Oldfield and Alcorn 1991b: 37).

Indigenous agricultural technologies cover all aspects of what constitute the holistic management of a farm, forest, rangeland, lake or sea shore for sustained production. This feeds the present communities living there while also considering how to ensure future production of the same or similar goods and services. The technologies used by most African smallholder farmers, the majority being women, encompass the art of ‘germplasm selection’, soil fertility management, conservation and sustainable use of the environment, food preservation, post-harvest management, rainwater harvesting, weather forecasting, tillage, weed control and pest/disease management, and are all highly context and culturally specific. Although modest progress has been achieved in adapting agricultural technologies that conserve the health of plants, animals and humans, more needs to be done. These technologies of interest (both indigenous and scientific) need to be further researched, documented, integrated and disseminated among farmers throughout Africa.

Africa has also witnessed a rapid growth in information communication technologies. Amazingly, mobile phones have become the devices that connect farmers to market

information, agricultural technologies and practices. Print media and radio are also extensively used today to promote agriculture. **ESOKO** widely used in Eastern Africa uses voice and SMS to collect data, share new farming techniques, and better link smallholder farmers to other actors along the agricultural value chain. **MMLOUMA** in Senegal connects farmers to food purchasers by displaying real-time market prices and localizations. The **ICOW APP** by the Green Dream Tech Ltd in Kenya uses mobile phones to process and disseminate agricultural information to farmers based on sustainable agricultural production methods including dairy production. The **E-WALLET** in Nigeria allows farmers to receive subsidised seeds and fertilizer vouchers through their mobile phones. **AGRO-MAG** in Benin shares new farming techniques, and better link smallholder farmers to other actors along the agricultural value chain. The **Infonet-Biovision** of the Biovision Farmer Communication Programme in Kenya is a web-based platform that enables small-scale farmers and other users to access and utilise information on ecologically sustainable agricultural practices on human health, plant health, animal health and environmental health both online and offline.

M-PESA mobile money transfer in Kenya is used by farmers in paying for their input supplies and by customers purchasing farm produce. It also has banking and loan (**M-Shwari**) services which farmers are currently exploiting. **COCOLINK** in Ghana connects cocoa farmers with information about good farming practices. **M-MALAWI** supports and advances the growth of mobile money in Malawi through a series of coordinated interventions. **E-VOUCHER** in Zimbabwe helps cash-strapped small scale farmers to access agricultural inputs. The Nation Newspaper in Kenya has an agricultural print edition every Saturday – ‘*Seeds of Gold*’ whereas its competitor The Standard runs the ‘SmartHarvest’.

Sub-Saharan Africa however falls far behind the rest of the world when it comes to basic infrastructure – roads, energy (electricity) and other servicing networks. It has the least network of paved roads and electricity supplied directly to households. This deficit greatly impacts on how far Africa can ‘take on’ the local, regional and global markets. High transport and energy costs in Africa restrict access to high end markets and thus also restrict investment opportunities.

Environmental Analysis

Climate Change with its impacts on the occurrence of erratic daily and seasonal weather including extreme events, both in Sahélien and Saharan countries, is the single most challenging environmental phenomenon facing the African farmer today. Seasons have changed, rains are not predictable and the sun is hotter than before. Since most Africa’s agriculture is ‘rain-fed’, environmental conditions brought about by climate change exacerbate the already daunting challenges facing the agricultural sector. Although awareness and efforts to cope with climate change in terms of both mitigation and adaptation strategies are emerging much more needs to be done to mainstream understanding of this phenomenon and its relation to agricultural production throughout the continent. The increasing investment in the use of renewable energy, solar, wind, hydro

and biogas, is a case in point. But investment in appropriate agricultural research is still lacking far behind. Even already proven improved technologies, such as the system of rice intensification (SRI) that increases yields while decreasing the use of water and methane production, are not reaching the African farmers that most need to be informed and trained. This poor communication and lack of awareness can be seen in the general attitudes towards land use, grazing patterns, urban and industrial waste management, recycling efforts, as well as air and water pollution. Laws and regulations against environmental pollution exist in most countries but enforcing these laws is not effectively done.

The push towards synthetic farm inputs is so great that it is portrayed as the only route to relieving Africa of its food deficit. Governments have played into this push while giving some nominal allegiance to efforts of ecological and organic agriculture. It is no secret that most of these synthetic farm inputs (pesticides, herbicides, genetic pollution, etc) impact negatively on the weather as well as increasing the production of carbon emissions.

The harsh tropical weather (violent winds, low rainfall, hot sun, etc) and nomadic way of life in Africa have also contributed to environmental degradation (soil erosion, deforestation, loss of biodiversity and poor soil nutrient level) and ultimately agricultural productivity. It will require innovations in agricultural practices and policy change to enable African farmers to harness and adapt eco-organic friendly technologies. Most of Africa's research institutions and universities are carrying out research in partnership with farmers as efforts towards this end, results of which will have to be shared with all farmers in Africa.

Legal Analysis

The legal environment protecting agriculture (Copyright, patents / Intellectual property, Health and safety law and consumer protection) exist and are enshrined in most African constitutions and policies. However, there is still need to reinforce the legal and institutional environment to enable business and investments on the continent. The most important challenge lies in enforcing laws; law enforcement will therefore be necessary if Africa is to leapfrog out of the current food insecurity situation.

2.2. EOA Strengths, Weaknesses, Opportunities and Threats

Strengths

The EOA initiative draws its biggest strength from the fact that this is an African driven process whose decision was supported by all African national governments **Ref:** Decision EX.CL/ Dec. 621 (XVII). This therefore means that the agenda and theme of the EOA initiative can only be decided and managed internally and any external input will go to support the cause but not determine its process and outcomes.

The wealth of existing indigenous knowledge on ecological organic agriculture on the continent is a strength and opportunity that cannot be ignored. Many diverse and creative ecological agricultural (including purely organic) practices based on rich traditional knowledge and agro biodiversity are found in Africa. This makes *Resilience* a property of EOA

and when supported by appropriate research and policy, it has been shown that the knowledge is effective in tackling environmental degradation, poverty and improving lives.

The increasing number of stakeholders embracing Ecological organic farming on the continent is a strength already being beginning to catapult the concept to greater heights. More African countries, Regional Economic Commissions, Research and training institutions, universities, polytechnics, colleges, farmers, traders, trained extension workers/personnel and consumers are among stakeholders with interest in this initiative. The collective commitment of these stakeholders will no doubt lead to the achievement of the EOA goals. EOA is operating in a context where African organic standards (e.g. PGS, ARSO and ECOMAC) are already established. This is a strength from within that not only gives legitimacy to EOA products but also serves to demonstrate the seriousness with which African agriculture is departing from conventional agriculture. Indeed, international recognition and accreditation of these African organic standards remain an important issue.

The EOA existing organisational structures are strength in themselves. The National Forums form the backbone that can help anchor EOA in all national agricultural policies and plans if the forums deliver on their roles and responsibilities. The EOA Secretariat is expected to be the bridge between member states and the Continental Steering Committee, promoting intra-state sharing of knowledge and markets. The Continental EOA Steering Committee with the chair right in the AUC serves as the bridge between the EOA secretariat and the African Union Commission in matters of oversight, advice, resource mobilisation, guidance and implementation of EOA.

Weaknesses

Lack of clear coordination of EOA actors at country level to get them fully involved in EOA sector promotion through their sector specific engagements has been a main weakness facing promotional efforts. There seems to be capability weaknesses among country leading organizations, and some which are civil society based are further constrained by country laws not conducive to operations of civil society organizations.

The dearth of empirical evidence and data on EOA's capacity to meet the food demands for African populations is the weakest link in the initiative. At a time when governments are challenged with feeding their populations this absence has been quickly taken advantage of by conventional agriculture proponents who come prepared with figures, ratios and percentages of how conventional agriculture can feed the masses. It is no wonder that our governments have increasingly embraced them. The strategy for EOA is to document, package and disseminate studies in favour of EOA that are lying on the dusty shelves of our research institutions. Research institutions should also further intensify the search for and validation of careful and creative agro-ecological production systems that reflect and adapt to local conditions.

The limited availability of agro-ecological farm inputs (especially seeds and fertiliser) is a weakness attributed to various factors but mostly to the overwhelming appeal of and push to conventional agriculture. Whereas such farm inputs were readily available in the past (organic manure, local seeds, adapted animal breeds, etc.), the policies pushing for the use of synthetic fertiliser coupled with seed bred to respond to a narrow set of external inputs have slowly eroded the availability of adaptable seeds and use of organic fertilizers. This means that large farms that need organic seed and fertiliser in good quantity may not get adequate supplies. The strategy for EOA is therefore to kick start vibrant market and supply systems to increase the supply of these inputs through practices like seed bulking, germplasm selection and lobbying the private sector input suppliers to invest in organic products. Other significant weaknesses include:

- Limited African financing and over-reliance on external funding from the North is a weakness that has threatened to slow down the realisation of outcomes as desired. In many instances, external funding dictates the agenda for EOA and influences the direction preferred by the financier, as this is usually also linked with other aspects of the global programs they support and investment systems including banking and insurance.
- The poor market development of EOA products manifested in poor distribution channels, trade barriers among African states and the dependence on export market are weaknesses that have slowed down the realisation of the benefits of EOA reaching the practising farmers.
- Internally, the efforts have been slow in using and capitalising on gains already made from the wisdom of older practitioners and personalities. The tendency to re-invent the wheel has slowed down progress in Ecological Organic Agriculture. We do not recognise nor use the experience and wisdom of the renowned practitioners.
- Efforts in engaging national governments meaningfully are weak and have led to the slow institutionalisation of EOA in many Agricultural policies and plans on the continent.
- Likewise the failure to adopt a multi-stakeholder approach that would bring on board many industry actors including the private sector is a weakness that has made the input supply end needed for this initiative slow to grow and lacking in action.

Opportunities

Climate change and the growing global concern for the environment present EOA with a huge opportunity. As an opportunity, climate change serves to reinforce the urgency in the transfer and dissemination of existing EOA knowledge and technologies. De facto Climate change has actually opened up space to promote EOA initiatives. African Research and Training Institutes must therefore continue to disseminate widely what is already proven while venturing into developing, identifying and promoting new innovations based on sound science. The fact that Africa is comparatively slow in modern agriculture technology uptake coupled with the readily available organic farm inputs (fertiliser and seeds) further cements the existing opportunity for the success of EOA in mitigating the effects of climate change.

The growing consumer demand for EOA produce and products both locally and internationally is an opportunity that has arisen due to the increase in health consciousness, safe food consumption and nutrition campaigns. This perfectly addresses the 'demand problem' and farmers producing for the growing global market. The premium prices for Ecological and organic produce should make farmers embrace EOA practices and increase acreage under EOA. This opportunity should also increase the number of certified business ventures in EOA (e.g. KATE Organics in Kenya).

At a global level, the Sustainable Development Goals (SDGs) endorse EOA efforts. This comes with increasing support from development partners from the North (SDC, SSNC, EU, MISEREOR, etc). It is an opportunity for the initiative to excel in promoting sustainable agriculture on the continent within the time frame of the SDGs. To the extent that Agriculture continues to be top of the Agenda of member states; EOA is strategically placed for a win-win situation.

Threats

The biggest threat to promotion of EOA perhaps lies in modern agriculture and its investment in high profile public relations. Proponents of modern agriculture subscribe to the use of synthetic pesticides and fertilisers to support narrowly-bred high external input demanding seed and animal breeds, farm machinery, large scale mono-culture farming, use of molecular science [Genetically Modified Organisms (GMOs) and Genetic Engineering (GEs)] to increase efficiency and yields. Unfortunately, our governments and the private sector (farm input suppliers) have increasingly subscribed to modern agriculture and policies due to the promise that its populations will be adequately fed. In some countries seed laws that do not favour small scale farmers have been enacted, whilst land tenure systems & policies designed to favour commercial large scale farming and government subsidies on synthetic fertiliser are put in place.

However, it is now becoming increasingly understood that this system of modern agriculture is not sustainable at the current scale and potentially cannot even be sustained throughout this century (Cordell, et al., 2009; UNEP, 2011; Gleick & Palaniappan, 2010). The main reason for this is that modern agriculture depends on finite resources (some of which are indispensable for plant growth like phosphorus fertiliser) and non renewable energy. Once these resources are used up, there will be no alternative convenient way of obtaining them and any one possessing these resources will sell them at high prices leading to tremendous increases in food prices. This threat exists as long as modern agriculture is made the system choice and the financial systems backed by the World Trade Organization continue to promote and protect this system.⁴

⁴ An opportunity not often articulated is that if all the subsidies including the backing from banks and insurance were removed from modern agriculture, the costs of modern agriculture would greatly

There have also been recent studies that dispute some of the benefits of EOA. Most of these studies anchor their hypothesis in the assumption that ecological organic farming cannot feed the growing world's population. The silence of scientific studies and empirical evidence of the opposite view from EOA practitioners creates a vacuum where such studies have prospered. During this strategic period, EOA will purposefully research, document, package and disseminate findings that dispute such hypothesis. Such studies from outside Africa will also be used to reference the ability of EOA to feed populations.

It seems that the youth of today are not interested in Agriculture as a means of livelihood. According to the August 2014 'Youth and Agriculture: Key Challenges and Concrete Solutions' a new publication by FAO, CTA and IFAD, the youth have limited access to land (and other factors of production); inadequate access to financial services; insufficient access to knowledge; information and education; difficulties in accessing green jobs; limited access to markets; and limited involvement in policy dialogue. Many youth therefore migrate to cities and abandon rural economies based on agriculture. This trend of globalisation is a threat to the future of Agriculture including EOA. The threat will continue to exist so long as farming provides limited incentives and does not improve farmers' livelihoods and purchasing power. Other significant threats include:

- Evident threat should the current political goodwill and donor interest run out before realisation of EOA outcomes.
- Continued control and dominance of the Agricultural research agenda by multi-nationals will continue the skewed support in favour of modern agriculture proposed by the multi-nationals.
- The high cost of accreditation for certification for African certification organisations will eventually slow down the access to markets as the cost is passed down to farmers / producers, as well as to consumers.
- The mistrust of importers of organic products in developed countries in the certification credentials and abilities of internal / national African certification bodies.

exceed those of an ecological organic approach dependent on locally available, renewable and well researched inputs for seed, soil fertility and pest and disease management.

CHAPTER .3: EOA VISION, MISSION, GOALS AND CORE VALUES

Our Vision

Resilient and vibrant Ecological Organic Agricultural systems for enhanced food and nutrient security, and sustainable development in Africa.

Our Mission

To scale up ecologically and organically sound strategies and practices through institutional capacity development, scientific innovations, market participation, public policies and programs, outreach and communication, efficient coordination, networking and partnerships in Africa.

The Overall Goal of the EOA Initiative

To mainstream Ecological Organic Agriculture into national agricultural systems by 2025 in order to improve the quality of life for all African citizens.

Core Values

The EOA initiative values are grounded in the reality of sustainable agricultural practices;

- Biodiversity, respect for nature and sustainable development
- Promote family farming cultures, indigenous knowledge, cultural practices and wisdom
- Embrace fairness and justice to the ecosystem
- Promote safe, nutritious, healthy food

CHAPTER .4: KEY PRIORITY AREAS AND STRATEGIC OBJECTIVES

4.1 Key Priority Areas

- a) **Research, Training and Extension:** This is a priority area that will help build up the body of scientific data supporting EOA. The main target of the priority area will be conduct as many research projects on ecological Organic agriculture to populate data, knowledge and practice that will help transform agriculture in Africa in favour of EOA. Led by actors in research and training institutes⁵ and universities; participatory, interdisciplinary, multi-cultural research will be conducted to inform stakeholder training. Knowledge, innovations and technologies will be co-developed with rural communities, extension and advisory services. By involving farmers in the research, existing indigenous knowledge will be harnessed and scientifically tested to produce empirical data that can be used for validation and further innovation. The pillar will ensure that gender aspects in every innovation are considered so that farming technologies and practices consider the active participation of women and marginalized groups (youth) in farming. There are currently several regional research projects and programs on EOA including FiBL led research programs in West and East Africa and the International Centre of Insect Physiology and Ecology (ICIPE) activities. Further synergy with these programs should be encouraged.
- b) **Information and Communication:** This priority area will be the vehicle through which EOA reaches out to a vast majority of stakeholders on the continent. Its main target will be to use diverse Information and Communication platforms to design, package and disseminate relevant EOA material to a wider audience in Africa. Working closely with all the priority areas of this initiative, a formidable brand for EOA will be developed, national information and communication strategies designed and information packaged in appropriate formats to be communicated to various audiences and stakeholders on the value and practices of EOA. Advocacy and lobbying are relevant strategies of communication in reaching policy makers and governments. This priority area will be the one that will gather relevant information for advocacy and lobbying makers.
- c) **Value Chain and Market Development:** Efforts will focus on three key areas identified for EOA product value chains:
- Stimulating the breeding and production of seed and breeds that respond to and have available organic farm inputs (especially fertilisers and biopesticides) so that farmers can access and grow more produce for target markets.
 - Encouraging value addition to EOA products so as to earn higher profit margins and provide employment for quality processing and packaging between production and the market.

⁵ Including Polytechnics and other agricultural colleges

- Developing sustainable markets to increase trade in EOA high value products both at domestic and export levels.
- Encouraging consumer participation throughout the entire value chain process.

d) Networking and Partnerships: This priority recognises that the EOA initiative does not have dedicated staff in every country and community to implement policies and plans and therefore will rely heavily on partners and networks already in the industry. Engagement will be done through Partnership Agreements (PAs) and Memoranda of understanding (MOUs) between implementers of EOA and potential and willing partners. Networks and movements in Africa such as the Forum of Agricultural Research for Africa (FARA), African Organic Network (AfrONet), national organic movements, regional organic movements, and partners such as governments, farmers, private sector, civil society among others will be engaged to maximize impact, leverage experiences and expand geographic reach and influence of EOA activities.

e) Policy and Programme Development: This is the priority area that will help EOA realise its ultimate goal. Working closely with priority area 1, 2 and 3, empirical data will be packaged into appropriate formats for target audiences. Through lobbying and advocacy efforts, our national governments will be persuaded to develop and implement enabling policies and programmes in support of EOA.

f) Institutional Capacity Development: This priority recognises the imbalance in management and planning capacities of nascent EOA institutions. Efforts will be made to establish, develop and support these institutions' organisational capacities as well as equip their professionals with skills and competences to promote EOA in Africa.

4.2 Strategic Objectives

The EOA Initiative has six main strategic objectives, namely:

- To carry out holistic demand driven, multi-disciplinary, gender sensitive and participatory research, training and extension in support of EOA by 2025.
- To collate, package and disseminate research findings and other relevant information to various stakeholders using various approaches and channels of communication by 2025.
- To increase the share of quality EOA products at the national, regional and international markets through value chain analysis and market development by 2025.
- To foster and strengthen synergies among stakeholders in Africa through building networks and partnerships by 2025.
- To lobby and advocate for the mainstreaming of EOA programmes, policies, plans and in the agriculture sector as well as other related sectors by 2025.
- Strengthen the governance management and operations of EOA institutions in Africa by 2025 for effective functioning and service delivery

4.3 Strategic Approaches

a) Holistic, multi-stakeholder and multi-sectoral approach

EOA will adopt a 'holistic, multi-stakeholder and multi-sectoral approach' in implementing its agenda. With the realisation that interlinkages exist across sectors like environmental, health, nutrition, gender, trade, industry, employment and Agriculture, efforts to work with all sectors will ensure greater impact in the realisation of the EOA agenda. All key stakeholders would be engaged to implement the EOA initiative and they would be made to play crucial roles in promoting EOA. Especially targeted are stakeholders in the private sector like organic farm input producers and suppliers and experienced EOA practitioners. EOA will no longer have a narrow view but will embrace a holistic approach in its actions both internally (across key priority areas / pillars) and externally.

b) Partnership and networking strategy

Given the vastness of the continent and the diverse actors in Agriculture, EOA will adapt a 'Partnership and Networking strategy'. This will help to build synergies and complementarities while avoiding duplication of efforts for optimal use of available resources and maximisation of results and impacts. The strategy will also ensure wider geographical coverage, leveraging each other's experience and innovation for optimum results in program delivery. Among partners to be targeted are: AfrONet, FARA, IFOAM, NOAMs, Farmer associations, RECs, FAO, Research and Training Institutions like FiBL, ICIPE etc.

c) Community empowerment and inclusiveness

'Community empowerment and inclusiveness' as a strategy will anchor the EOA agenda in sustainable institutions and demography (women and youth). EOA knowledge shared with communities and especially with women and youth will remain in these communities and would be passed on to generations to come.

d) Growth and expansion strategy

EOA will also adapt a 'growth and expansion strategy' so as to reach out to more countries in Africa. With the establishment of the EOA initiative activities in East and West Africa, a roll out into Southern, Central and Northern Africa is planned. Without encompassing the whole of Africa with the EOA practices, food and nutrition security, environmental degradation and climate change will continue to bedevil the continent.

CHAPTER .5: GEOGRAPHIC FOCUS, CONSTITUENCIES, AND PARTNERSHIPS

5.1. Geographical focus

The EOA Initiative covers all 54 countries of Africa⁶. For this strategic period, the three regions of Eastern, Western and Southern Africa will be targeted for implementation.

Countries from the Central and Northern regions will however be incorporated especially during the second phase of this strategy (2020-2025) when funding allows and will not be excluded from practising EOA.

5.2. Constituencies / Target groups for the EOA initiative

This initiative will target farmers in Africa as a primary constituency that will enable the realisation of the EOA objectives. Specifically, Women and youth will be prioritised by the initiative and all projects will be rated on the level of their inclusion in designed activities. The farmers will show case the value and benefits of EOA through working closely with research institutions and they will be trained on new innovations through extension and advisory services. Farmers will also be mobilised into collective farmer associations to effectively position themselves in the national, regional and global markets. Their products will be of quality, vetted by regulated certification companies to ensure that national, regional and global standards are met.

National governments of Africa will also be a primary target for the initiative to meet its overall goal. Through lobbying, advocacy, showcasing the work of successful farmers and data from empirical studies, national governments of Africa which have not mainstreamed EOA into their agriculture policies (as well as other relevant policies) will be persuaded to do so.

Among secondary target groups will be farm input suppliers/manufacturers, producers, processors, marketers and consumers. In order to ensure the quality and quantity of EOA farm products, the initiative has identified two key areas of focus: **organic seeds** and **fertilisers**. Suppliers of these inputs will be targeted with the intention to encourage them to produce a variety of quality organic seeds and fertiliser for large scale agriculture. The initiative will ensure a balance in supply and demand of these inputs in order to avoid discontent from the farmers or manufacturers/suppliers.

Various institutions with EOA interests will also be targets. These include research and training institutions, organic networks, farmer associations and organisations, Regional Economic Communities (RECs) among others. These institutions form the vessel through which EOA will deliver on its mandates and therefore the capacities of such institutions will be built for effective and efficient programme delivery.

⁶ So far 8 countries are on board

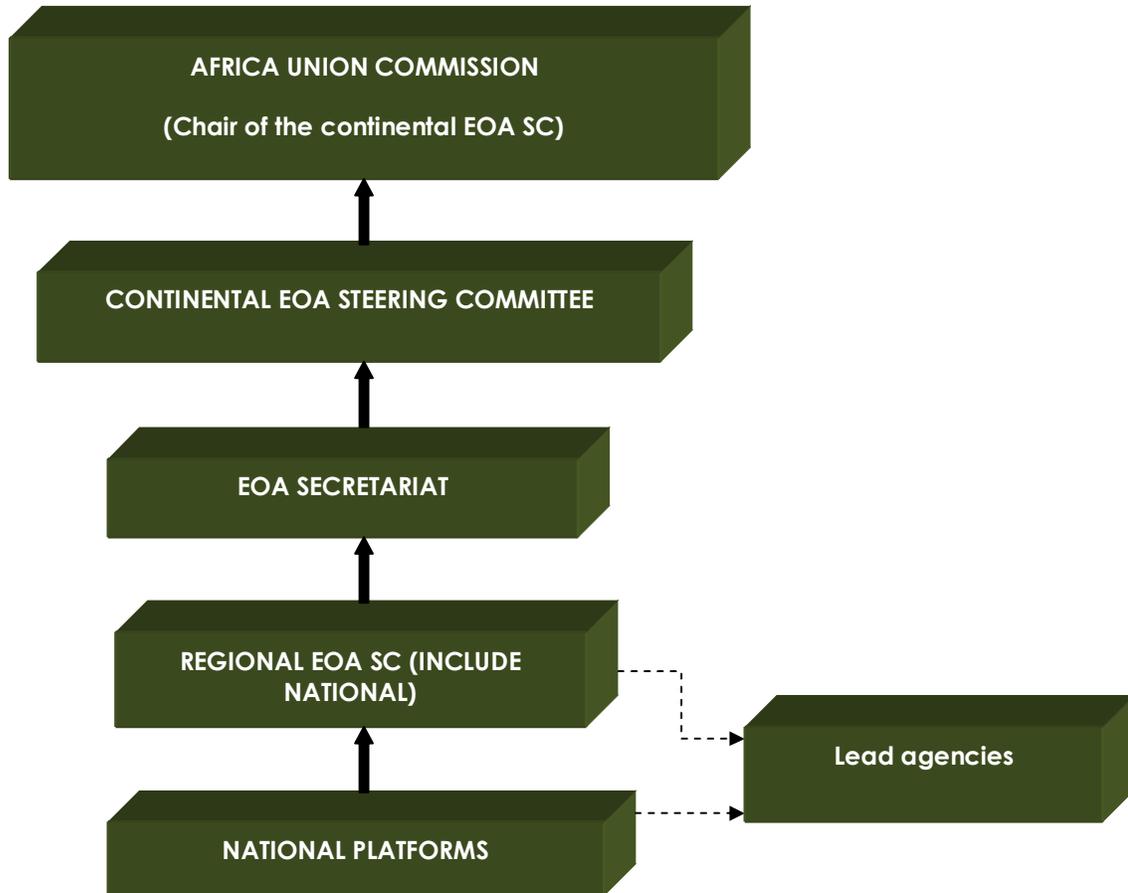
5.3. Stakeholder Analysis

Stakeholder	Their Role to EOA
African National Governments and Relevant Line Ministries	National policy formulation and budget allocation
Ministries of Agriculture, Forestry and Fisheries	Policy implementation, extension support for agriculture, forestry and fisheries
Ministries of Environment	Policy implementation, extension support for environmental conservation
Ministries of Trade and Industry	Promotion of trade and industry including trade in EOA products
Ministries of Information Communication	Provision of conducive ICT environment, infrastructure and policy
Ministries of health	Public campaigns and awareness on health, nutrition and organic foods
Farmers, farmer associations and Communities	These are the ultimate EOA Practitioners, producers/processors of EOA products and collaborative researchers with EOA Research institutes
Consumers	Are the Source for empirical data on the market and consumption and use of EOA products
Non-State actors (NGOs/CSOs, FBOs,)	Instrumental in Programme/Project development and EOA innovation
National organic agriculture movements (NOAMs)	National mobilisation and awareness campaigns in favour of EOA concepts and practices
Private sector organic input manufacturers	Production of organic seeds and organic fertilisers for industry
Private sector organic input suppliers	Outlets of organic inputs to urban and rural farmers
Certification bodies	Compliance, standards and Provision of certification to EOA product exporters
Traders and businessmen	Purchase and sale of EOA products
Credit institutions (MFIs)	Financing of small holder farmers to access the needed inputs for EOA production
Development and Technical Persons/champions	EOA knowledge holders and promoters
Donors and investors	Financing partners and Funding support
Research institutes	EOA knowledge generation and research
Training Institutes and colleges	EOA training and practice

(See also Annex 1 – for a detailed stakeholders list per pillar)

CHAPTER 6: EOA INITIATIVE STRUCTURE, IMPLEMENTATION AND MANAGEMENT OF THE STRATEGIC PLAN

6.1. The EOA Structure



6.2. Implementation and Management of the Strategic Plan

Implementation

This Strategic Plan is an initiative of the African Union commissioned to complement other efforts, policies and programmes (CAADP, DREA) in addressing food insecurity in Africa. The strategic plan will therefore be coordinated by the African Union Commission that also chairs the EOA Continental Steering Committee.

Implementation of this strategic plan will be done at all levels of the EOA Initiative structures as stipulated in the minutes of the second Continental Steering Committee meeting held in Cotonou, Benin in August 2014. **Table 1** below demonstrates the implementation arrangement of this Strategic Plan

Table 1: Implementation arrangement (2015-2025)

Level	Implementation Mandate
Continental Steering Committee (CSC)	<ul style="list-style-type: none"> ➤ The link between the EOA Secretariat and the African Union Commission through its chair – reporting back to the AUC on progress of EOA-I ➤ Awareness raising of EOA agenda, brand and profile at continental level ➤ Resource mobilisation and soliciting support for EOA ➤ Overall Program development guided by the Strategic Plan ➤ Providing oversight, advice and guidance, on the implementation of the Strategy ➤ Ensure wide stakeholder participation in EOA Initiative
EOA Secretariat	<ul style="list-style-type: none"> ➤ Mandate to run the day-to-day affairs of EOA on behalf of the CSC. Reports to the Continental Steering Committee ➤ Actualisation of Planned EOA programmes ➤ Providing oversight, advice and guidance, on the implementation of the Strategy ➤ Perform regular monitoring visits of EOA projects and report to the CSC on progress
Regional Steering Committees	<ul style="list-style-type: none"> ➤ Report to the EOA SC ➤ Review reports from National EOA Platforms ➤ Awareness rising, advocacy and lobbying of EOA agenda, brand and profile at Regional levels ➤ Fundraising soliciting support for regional EOA initiatives ➤ Program development and implementation at regional level ➤ Ensure wide stakeholder participation in EOA Initiative at regional level <p>Review reports from National EOA Platforms</p> <ul style="list-style-type: none"> ➤ Prepare reports for the EOA steering committee
National Platforms (CLOs) and Steering Committees	<ul style="list-style-type: none"> ➤ Report to the Regional Steering committees ➤ Identify Country Lead Organisation (CLOs) to steer the EOA agenda at the national level ➤ Coordinate EOA agenda and activities at national level ➤ Programme development, implementation and monitoring at national level ➤ Lobby national governments on the EOA agenda ➤ Fundraising and resource mobilisation for national action ➤ Implement funded components in partnership with all national stakeholders (PIPs, EOA Lead organisations, private sector, farmers, research institutions etc)
Lead agencies/ organizations	<ul style="list-style-type: none"> ➤ Fundraising and soliciting for funding from various development partners ➤ Fund management of funded projects including funds disbursements to implementing partners and preparing financial reports ➤ Coordinating activities of funded projects, consolidating project reports, communicating with funding partners and other stakeholders ➤ Provide technical support and advice to country lead organizations and project implementing partners

Monitoring and Evaluation

This Strategic plan is backed up by a 5 year Action plan which runs from 2015 - 2020. Monitoring is an essential component to check how various country partners are implementing the EOA Initiative and how other stakeholders including development partners are responding to needs to expand the efforts.

Internal reporting

The frequency of internal reporting will be Bi-Annual. The flow of reports will start from the National platforms to Regional Steering Committee, to the EOA Secretariat and ultimately to the Continental Steering Committee. This flow and process will facilitate the annual reporting to the AUC on the progress of the EOA Initiative. The funding coordinating agencies will align such reports to funding requirements and share with respective donors.

Internal Monitoring

Regular monitoring of the EOA projects will be country specific, participatory and coordinated by the National Steering Committees. Such monitoring will include scheduled stakeholder visits to project sites as well as monitoring by staff implementing EOA projects.

Reviews and Evaluations Methods -

- There will be a midterm review of the Action Plan in year 3 (2016) and final review in 2020 leading to the development of an Action plan for the next phase of the Strategic plan
- There will be a midterm review of this strategy, scheduled for the 5th year (2020)
- The Strategic Plan will be reviewed in 2025 leading to the development of the second EOA Strategic Plan (2025-2035)

Specific EOA programmes/projects could run for 2-3 years depending on the source of funding. Such programmes will design M&E systems that suit the funding arrangement.

6. 3.Resource Mobilisation (Human and Finances)

Approximately, 43,900 million Euros is needed to implement this Strategic plan successfully. This figure includes project activity costs, human resources, and technical support and coordination costs.

There is need to develop a comprehensive EOA resource mobilisation strategy that will guide fundraising and sourcing for the much needed financial support to deliver on the EOA mandate. Such a strategy will be prepared externally with the assistance of an external consultant with funds from the AUC and will capture the various country contexts. It will be more realistic to fundraise according to key priority areas, identified gaps and donor focus areas given the diversity of the African continent.

Some sources of funding identified include:

- Appropriate budget allocation based on the Maputo Declaration i.e. 10% of annual national budgets.

- The private sector including manufacturers, foundations and individuals.
- Establishing an EOA consultancy firm that can tap resources from consultancy services, trainings, mentor tours, student attachment/internships programmes, exchange and exposure visits.
- Tap into Ecotourism- by providing tourism services like taking visitors to visit tourist attractions that include a contribution to local EOA development in the fee. Or, even providing tours / visits to competent local EOA producers, processors and markets. This will facilitate buffer zones as well as the creation of the GMO free areas in Africa.
- Fees from organized events i.e. farmers' markets, EOA dinners, Organic food days, localized conferences combined with a 'BIOFACH' to link to markets could be used to fund some EOA initiatives.
- Subscriptions and membership fees from other interested stakeholders.
- Profiling of EOA champions and using their influence to help in fundraising.
- Raising funds from the Certification/PGS of Africa organic produce.

6. 4.Sustainability Strategies

By design, the EOA initiative is anchored in existing national, regional and continental structures. This institutionalisation and mainstreaming of EOA into policies, programmes and frameworks creates a natural sustainability strategy as these structures will outlive the individual projects to be implemented.

The various existing and new continental and national organic and ecological institutions and Networks like NOARA, NOAMs, IFOAM, FARA, and AfrONet will continue to promote the EOA concept and initiative and therefore including them from the inception of EOA inception is crucial. The strategy will be to mobilise as many of these networks and institutions in Africa to buy into and maintain interest and support for the EOA concept as possible.

Financial sustainability of EOA which currently relies heavily on external funding will depend on the success of the implementation of the 'Malabo declaration'. The strategies for EOA would be twofold:

- To closely monitor and push for our national governments to allocate 10% of the national budgets to Agriculture and define how much of the 10% is used for EOA initiatives.
- To kick start and develop markets for Agro-ecological and organic farm inputs and products. This will ensure self sufficiency of EOA in a self regulating market with benefits reaching the farmers.

CHAPTER 7: THE EOA INTERVENTION LOGIC (Logframe – Goals, Objectives, activities, indicators and outcomes)

7.1. Logical Framework for the EOA Initiative (2015 – 2025)

The implementation of the Action Plan will be based on the following log frame. Implementation will focus on the three regions of Africa with selected countries in East, West and Southern Africa. More countries will be gradually included as experiences and resources become available.

Key Priority Area 1: Research Training and Extension (RTE)

Strategic Objective		Specific Objectives
To carry out demand driven, multi-disciplinary, gender sensitive and participatory research, training and extension to support holistic EOA by 2025.		1. To undertake participatory generation of knowledge, technology and innovation in EOA to respond to issues facing stakeholders ranging from food, fibre, agro-industry and service providers
		2. To develop / revise client oriented training curricula of stakeholders in EOA
		3. To facilitate the dissemination of knowledge, technologies and innovation for use in EOA through extension and advisory services
Outcome	Outcome Indicators	Benchmark
<p>Scientific, indigenous knowledge, technologies and innovations on Ecological Organic Agriculture (EOA) increased.</p> <p>NB: Similar to CAADP level 3 output 3.6; Increased capacity to generate, analyze and use data, information and knowledge including monitoring performance, research and innovations in agriculture</p>	<ul style="list-style-type: none"> ▪ % increase in EOA knowledge, practice and documentation ▪ Number of EOA organic scholars, publications and popular versions EOA related Scholarships and Internships offered ▪ % increase in farmers' uptake and improved attitude in EOA practices ▪ % increase in number of training institutes and centres of excellence offering EOA curricula ▪ % increase in food security and nutrition attributed to EOA practices ▪ % increase in household income levels attribute to EOA ▪ % reduction of environmental degradation (soil, water, agro-biodiversity, etc.) ▪ % increase in acreage under EOA ▪ At least 30% of farming/pastoral households are resilient to climate and weather relates risks 	Country dependent Baseline to be developed
Outputs	Output Indicators	Means of Verification
EOA technology and knowledge gaps identified	<ul style="list-style-type: none"> ▪ Number of empirical studies performed, documented and practised ▪ Number of women and youth engaged in research process ▪ Number of field tests carried out ▪ Number and type of EOA indigenous knowledge and practices documented and practiced ▪ Number of innovations (including gender sensitive innovations) developed and disseminated 	<ul style="list-style-type: none"> ▪ Baseline study report ▪ Research reports and documentation ▪ Field visits & reports ▪ Training reports ▪ Gap analysis reports ▪ Training needs reports ▪ Reports on extension services
Participatory and gender sensitive research and empirical studies carried out		
Indigenous Knowledge included in research findings		
Documented (reports, publications etc) research		

findings	<ul style="list-style-type: none"> ▪ Number of new technologies (including organic farm inputs, seeds & biopesticides) developed and disseminated ▪ Number and type of curricular developed/updated ▪ Number of formal (diploma, BSc, MSc), short term (certificate, technical etc) and informal training (seminars, workshops, etc.) in EOA provided ▪ Number of stakeholders (especially women and youth) trained ▪ Number of extension services provided ▪ No of EOA related scholarships and internships offered 	
Farmers practicing EOA increased		
Curricular on EOA developed and implemented		
ACTIVITIES		
<ol style="list-style-type: none"> 1. Identify EOA technology and knowledge gaps 2. Carry out participatory research addressing technology and knowledge gaps identified 3. Carry out field test on research findings 4. Document research findings 5. Carry out training needs assessments 6. Train stakeholders on EOA practices 7. Provide continuous extension support and advice to stakeholders 8. Elaborate curricula and establish LMD programmes 9. Monitoring and Evaluation 		

Key Priority Area 2: Information and Communication (I&C)

Strategic Objective		Specific Objectives
To collate, package and disseminate research findings and other relevant information to various stakeholders using various approaches and channels of communication by 2025.		To sensitive farmers, processors, marketers, other stakeholders on the value of EOA in producing safe, nutritious and healthy products.
		To systematically inform stakeholders and package information for lobbying and advocacy efforts.
Outcome	Outcome Indicators	Benchmark
Information and communication on EOA approaches, good practices (production, processes, and learning systems) developed, packaged and disseminated.	<ul style="list-style-type: none"> ▪ % increase in awareness of EOA practices among the various stakeholders ▪ % increase in EOA information materials and resources (print, media, audio, visual, online, Scientific Publications and Popular Versions etc) ▪ % increase in African countries with an EOA information and communication strategies ▪ % increase of African countries with EOA resource centres ▪ Brand EOA developed 	Country dependent Baseline to be developed
Outputs	Output Indicators	Means of Verification
EOA Information and Communication strategies developed at continental, regional and national levels	<ul style="list-style-type: none"> ▪ Number of Information and Communication strategy documents developed (and translated in AU official languages) ▪ Number of websites developed 	<ul style="list-style-type: none"> ▪ Baseline study reports ▪ Communication Strategy documents ▪ Communication materials
Variety of communication tools (flyers, booklets, brochures, audio and video files, website, case studies,	<ul style="list-style-type: none"> ▪ Number of Print, media and online (Publications, booklets, flyers, brochures etc) on EOA developed ▪ Number of case studies for policy briefs 	<ul style="list-style-type: none"> ▪ Resource centres ▪ M&E reports ▪ Resource centre offi-

policy briefs, radio and tv, social media, newspapers, magazines, scientific Publications and Popular Versions) produced	developed <ul style="list-style-type: none"> Number of EOA resource centres established EOA brand manual 	cers <ul style="list-style-type: none"> Manual for 'brand EOA'
EOA resource centres established (at continental, regional and national)		
EOA brand in place		
ACTIVITIES		
<ol style="list-style-type: none"> Undertake gap analysis on existing EOA information and communication tools Develop Continental, Regional and country level information and communication strategies Establish and maintain EOA national websites and link them to the continental (main) EOA website Design and produce communication outreach materials In partnership with pillar one (1), design, package and publish training materials and research findings for promotion of EOA. In partnership with pillar four (4) design case studies and policy briefs for dissemination and lobbying Establish country level EOA resource centres Organise a continental validation workshop on EOA branding (during the 3rd African organic conference) to kick start the process Organise I&C events, forums, conference and media activities on EOA Monitoring and Evaluation 		

Key Priority Area 3: Value chain and Market development (VC&MD)

Strategic Objective		Specific Objectives
To increase the share of quality EOA products at the national, regional and international markets through value chain analysis and market development by 2025.		<ul style="list-style-type: none"> To conduct value chain analysis, develop value chain nodes and establish value addition options for EOA products To develop national and regional markets for organic products
Outcome	Outcome Indicators	Benchmark
EOA product value chain mapping, data collection, opportunity analysis and product/input vetting conducted.	<ul style="list-style-type: none"> % increase in number of value added EOA products % increase in amounts and quality of inputs (seeds, fertiliser & biopesticides) along product value chains 	Country dependent Baseline to be developed
Business Development Strategies (BDS) for target businesses along value chains developed.	<ul style="list-style-type: none"> % increase in amounts and quality of products with added value % increase in the market share and demand of EOA products in the market (national, regional and international) 	
The market share of EOA quality products at the national, regional and international markets increased.	<ul style="list-style-type: none"> Create job opportunities for at least 30% of youth in agricultural value chains Increased number of women and youth entering and accessing agri-business economic opportunities 	
Outputs	Output Indicators	Means of verification
Value chain analyses for various products conducted	<ul style="list-style-type: none"> Number of value chain analysis conducted Number of documented strategies to address weak links along value chains 	<ul style="list-style-type: none"> Value chain reports Market analysis reports Records of certification
Strategies to improve identified gaps along the value chains developed, documented and implemented	<ul style="list-style-type: none"> Number of EOA farm input supplies (seeds & biopesticides) available in the market Number of value addition technologies used Number of value added EOA products in 	<ul style="list-style-type: none"> Visits to bulking centres

Market researches for national, regional and global markets conducted	target markets	
Strategies to develop target markets developed, documented and implemented	<ul style="list-style-type: none"> ▪ Number of EOA products accessed in target markets ▪ Number of EOA certified producers ▪ Number of farmers under collective marketing ▪ Number of finished product bulking centres, distribution channels and markets 	
ACTIVITIES		
<ol style="list-style-type: none"> 1. Conduct value chain analyses 2. Develop strategies to address weakness (especially farm inputs:- seeds, fertiliser, biopesticides) identified along value chain 3. Develop market for EOA products along value chain gaps identified 4. Promote the use of existing and new value addition EOA technologies (in collaboration with Pillar 1) 5. Facilitate certification of EOA produce and products 6. Form EOA farmer groups for collective marketing 7. Develop finished product bulking centres 8. Participation in National, Regional and International Shows and Trade Fares should be added as another activity 9. Monitoring and Evaluation 		

Key Priority Area 4: Networking and Partnerships (N&P)

Strategic Objective		Specific Objectives	
To foster and strengthen synergies among stakeholders in Africa through building networks and partnerships by 2025.		To enhance collaboration, information flow and synergies among actors in Ecological Organic Agriculture in Africa	
Outcome	Outcome Indicators	Benchmark	
Functional partnerships and networks at national, regional and continental levels.	<ul style="list-style-type: none"> ▪ % increase of stakeholders in Africa collaborating on EOA initiatives 	Country dependent Baseline to be developed	
Outputs	Output Indicators	Means of verification	
Database of EOA stakeholders in the continent created	<ul style="list-style-type: none"> ▪ Database in place ▪ Number of strategic meetings held ▪ Number of partners actively participating and collaborating in EOA initiatives 	<ul style="list-style-type: none"> ▪ Updated EOA directory/database ▪ Progress reports 	
Active forums for sharing information and knowledge on EOA established	<ul style="list-style-type: none"> ▪ Number of national, regional and continental Platforms established 		
Joint activities and meetings held	<ul style="list-style-type: none"> ▪ Number of joint activities (meetings, show cases, M&E) done 		
ACTIVITIES			
<ol style="list-style-type: none"> 1. Conduct EOA stakeholder mapping and analysis 2. Create and update the EOA directory 3. Establish national, regional and continental stakeholder platforms 4. Facilitate signing of partnership MOUs 5. Organise, facilitate and participate in national, regional and continental forums (show case, luncheons, conferences, meetings etc) 6. Monitoring and Evaluation 			

Key Priority Area 5: Policy and Programme Development (PPD)

Strategic Objective	Specific Objectives
To lobby and advocate for the mainstreaming of EOA programmes, policies, plans and in the agriculture sector as well as other related sectors by 2025.	To ensure the harmonisation, awareness and common understanding of the concept of ecological organic agriculture (EOA) among all stakeholders.
	To gather relevant evidence-based data to use in the

<p>NB: Similar to CAADP Level 3 output 3.1, Effective and inclusive policy design, implementation and evaluation capacity (policy practice)</p>	<p>development of appropriate lobby messages for promoting EOA. To advocate and lobby national governments and RECs to integrate and align EOA into continental, national and regional policies, plans and regulatory frameworks of the agriculture sector and other relevant line ministries.</p>	
Outcome	Outcome Indicators	Benchmark
<p>A harmonised understanding and awareness of the value and benefits of ecological organic agriculture (EOA) among various stakeholders realized.</p> <p>Integration and alignment of EOA into National governments and Regional Economic Communities (RECs) policies, plans and regulatory frameworks of the agriculture sector and other relevant line ministries realized.</p>	<p>% increase in number of countries in Africa adapting and implementing EOA % increase in policies, plans and programmes promoting EOA Re-commitment to allocate at least 10% of public spending to agriculture</p>	<p>Country dependent Baseline to be developed</p>
Outputs	Output Indicators	Means of verification
<p>EOA policy gap analyses conducted</p> <p>Strategies for aligning Policy and regulatory frameworks towards support for EOA established</p> <p>EOA harmonisation discussions facilitated</p> <p>Appropriate and targeted advocacy messages and papers prepared and disseminated</p> <p>National governments and RECs mainstream EOA into the various policies, plans and programmes</p>	<ul style="list-style-type: none"> ▪ Data base of national policies with gaps in EOA ▪ A documented Road map to support the effort of aligning policies to support EOA ▪ Data base of sources, materials and references demonstrating the value and benefits of EOA ▪ Number and type of stakeholders sensitized ▪ Number and type of policies, plans and programmes initiated or revised to incorporate EOA at national and regional levels 	<ul style="list-style-type: none"> ▪ Updated data base on national policies with EOA gaps ▪ Reports/publications from Ministries of agriculture, RECs online stats and relevant URLs sources ▪ Field and workshop report
ACTIVITIES		
<ol style="list-style-type: none"> 1. Conduct country based policy analyses to identify EOA policy gaps 2. Facilitate discussions with stakeholders to ensure a harmonised understanding of EOA 3. Prepare appropriate advocacy messages that further define benefits of EOA in partnership with Pillar 1 & 2 for dissemination 4. In partnership with Pillar 1 and 2, use empirical evidence packaged appropriately for lobbying and advocacy 5. Monitoring and Evaluation 		

Key Priority Area 6: Institutional Capacity Development (ICD)

Strategic Objective	Specific Objectives
<p>Strengthen the governance management and operations of EOA institutions in Africa by 2025 for effective functioning and service delivery</p>	<p>To identify and strengthen EOA institutions in Africa through providing harmonized guidelines for their development, management and operations.</p>

Outcome	Outcome Indicators	Benchmark
Well governed, efficient and effective EOA Institutions NB: Similar to CAADP level 3 output 3.2; Effective and accountable institutions including human capital development	<ul style="list-style-type: none"> ▪ % increase in number of EOA institutions ▪ % increase in capacity and good governance of EOA Institutions ▪ % increase in number of EOA affiliated Institutions ▪ Effective partnerships between state and non-state actors 	Continental, Regional and country dependent Baseline to be developed
Outputs	Output Indicators	Means of verification
The EOA Secretariat and other institutions established	<ul style="list-style-type: none"> ▪ Number of EOA institutions established and functioning (EOA secretariat, Regional and National Platforms, LCOs, PCOs, IPs etc) ▪ General guidelines and Road Map for all EOA institutions ▪ Number of EOA institutions with operational guidelines, organograms, job descriptions and qualified staff in place 	<ul style="list-style-type: none"> ▪ Database of EOA institutions ▪ Institutional OD reports ▪ Existing operation manuals, organisational policies and ▪ Job descriptions, staff lists ▪ EOA meeting various good governance criteria
Guidelines on the creation, management and operations of EOA institutions developed		
Enhanced capacity of EOA institutions		
ACTIVITIES		
<ol style="list-style-type: none"> 1. Collect data on existing and potential EOA institutions 2. Facilitate the development of guidelines for all EOA institutions for management and operations 3. Support the improvement of systems and staff development of EOA institutions 4. Conduct regular organisational Development assessments of EOA institutions 5. Conduct regular technical trainings on Organisational Development (OD) 6. Monitoring and Evaluation 		

7. 2. Risks and Mitigation Strategies

Table 2 below presents identified risks and mitigation strategies during the implementation of this strategic plan.

Table 2: Risks and Mitigation strategies

RISKS	MITIGATION STRATEGIES
Lack of policy guidelines for protecting Agricultural areas practicing EOA from unfair practices by GMO proponents e.g. blanket distribution of free GMO farm inputs, blanket spraying of synthetic insecticides and fertilizer.	<ul style="list-style-type: none"> ▪ EOA will actively lobby for pro-EOA policies and legislation targeting national governments. ▪ EOA will improve its visibility in the industry through strategies like labeling EOA products to differentiate them from other products on the market
A distorted conceptual understanding of EOA by stakeholders promoting the concept	<p>Stakeholders will take time to internalise the EOA concept as defined: ‘A holistic system that sustains the health of ecosystems and relies on functional cycles adapted to local conditions, rather than the use of synthetic inputs which have adverse effects on total health (human, animal, plant and environmental).</p> <p>Achieving a common understanding of the concept will enable stakeholders to promote it better and with clarity.</p>
The lack of strong industry back up leading to drudgery and uptake of the EOA concept.	<ul style="list-style-type: none"> ▪ EOA practitioners will forge strong partnership with industry players, manufactures, producers, marketers, and farm input suppliers etc to hasten the uptake of EOA. ▪ EOA research and training institutions will spearhead the search for existing technologies (both indigenous and scientific) of EOA. They will collect and document

	<p>empirical data that demonstrates investment opportunity for the private sector. Particularly, organic seed, bio-pesticide, foliar and fertilizer industries will be targeted and mobilized as part of value chain development for EOA products.</p>
<p>Opportunism in the area of certification where business interest override EOA core values e.g. bodies that are promoting GMOs, International certification bodies cannibalizing local bodies, foreign bodies exploiting our local farmers, traders corrupt certification bodies/inspectors etc)</p>	<ul style="list-style-type: none"> ▪ EOA continental, regional and national platforms will sanction and lobby against partners who do not stand for the core values of EOA.

ANNEXES

ANNEX 1: Detailed Stakeholder list per pillar

Pillar 1	Pillar 2	Pillar 3	Pillar 4	Pillar 5	Pillar 6
Innovation & Incubation Centres	Centre for Technical Cooperation in Agric. CTA	Organic Seed companies	International Research Organisations	International Policy Research Institutes	All EOA Implementing organisations
Private Laboratories	Media (Radio, Television, print etc)	Organic Fertiliser companies	International EOA Orgs & Networks	RECS, National gvts, continental bodies	Capacity building institutions (Universities, consultancy firms)
Farmers Training/Research Institutes	Internet & Web based orgs	Government seed suppliers	Extension Networks	World International Policy organisations	Consulting Agencies
Telecentres	Journal and magazine publishers	Natural Agro-Chemical Cos	National EOA orgs & Networks	All Line Ministries	Development Partners
Centres of excellence	Media councils	Private Sector Foundations	Regional Research organisations	All relevant parliaments , cabinets and committees	
Multinationals (Monsanto)	Ministries of Information and Communication	Chamber of Commerce	Other NGOs/CSOs	Judicial system on Policy	
International Research Organisations	Farmers	Farmers	Regional farmers associations	Policy Analysts	
International EOA Orgs & Networks	Target populations	Extension workers (seed inputs)	University Networks		
Extension Networks		Research Institutions (initial Seed)			
National EOA orgs & Networks		Retail seed outlets			
Regional Research organisations		Machinery manufacturers			
Other NGOs/CSOs		Farmer & Farmer Ass.			
Regional farmers associations		Extension workers			
University Networks		Credit organisations			
Farmer & Farmer Ass.		Millers and ginneries			
Extension workers		Organic coffee processors			
Credit organisations		Spinners			
		Transporters			
		Refrigeration service providers			
		Farmer & Farmer Ass.			
		Warehousing providers Certification Bodies			