

**Ecological Organic
Agriculture (EOA)
Initiative**

Strategic Plan 2015-2025

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Prepared By **Biovision Africa Trust** on behalf of the **EOA Continental Steering Committee**



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MESSAGE FROM THE CHAIR OF 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 complements 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 developed as scheduled.

Africa continues to face the biggest challenge of feeding its populations occasioned by various forces. 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 have led to various declarations aimed at supporting and transforming Agriculture. Addressing these challenges satisfactorily requires a multi-sectoral, holistic approach and the Ecological Organic Agriculture (EOA) is one such initiative that brings into Agriculture multiple dimensions that embrace sustainability, biodiversity, and ecosystem services, while producing food for the populations.

The Ecological Organic Agriculture initiative has experienced encouraging growth over the past few years. The acreage of land in Africa under organic agriculture and the concern for preserving ecosystems and biodiversity continue 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 strategize 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 major milestone in the journey 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.

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 and 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
PA's	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 and Conservation
ToT	Training of Trainers
AMA	Arab Maghreb Union

EXECUTIVE SUMMARY

The development of this Strategic Plan was initiated 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, ensuring alignment with the Malabo Declaration, coherence with the AUC – DREA strategy for agriculture in Africa, as well as the global agenda on sustainability (new Sustainable Development Goals -SDGs). Discussions and the write-up of the Strategy was 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; as well as highlights achievements and lessons learned 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 its 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 the 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 presents 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 learned 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. 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 the 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.
- Analysis of political, economic, social, technological, environmental and legal (PESTEL) environment to capture the prevailing external contexts of African agriculture in which EOA is embedded. Results from the analysis were used to present critical opportunity areas and existing threats that are likely to influence the successful implementation 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 11 members from the CSC selected during the planning week for the first review. The draft document was also shared with the EOA eight country lead organizations (CLOs) to liaise with their national forums, pillar implementing partners and national steering committees for review and addition of relevant inputs. The final product is thus a joint effort by various stakeholders coming from across the continent. Below is a diagrammatic presentation summarizing the components of the EOA Strategic Plan.

Geographical focus: All 54 Countries of Africa

OUTCOMES

1. Scientific and indigenous knowledge, technologies and innovations on Ecological Organic Agriculture (EOA) increased.
2. Information and communication on EOA approach, 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 realized.
7. A harmonised understanding and awareness of the value and benefits of ecological organic agriculture (EOA) among various stakeholders realized.
8. Integration into an alignment of EOA with 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.

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 inclusive
4. Growth and expansion strategy

INTRODUCTION

Background

'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*

An analysis of the current state of African agriculture gives a disturbing paradox. Although Africa, and especially Sub-Saharan Africa, remains an overwhelmingly agricultural region, food insecurity and hunger continue to stare at African populations. According to the Food and Agriculture Organisation (FAO) statistics of 2014, agriculture still accounts for 58% of Africa's economically active population and in countries such as Burkina Faso, Ethiopia, Guinea, Mozambique, Niger and Rwanda, the share rises to over 80%. A pertinent question then is why do 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 and food insecurity, and given their capacity for resilience, entrepreneurship, and innovation?

There is, however, space for hope as the agriculture sector is now undergoing a fragile recovery from several decades of neglect and misplaced policies. 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 on the continent. These systems encourage over-reliance on non-renewable external inputs associated with greenhouse gas emissions that adversely impact 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', the challenges facing small-holder farmers and the stark reality facing African governments struggling to feed their citizens motivated the African Heads of States and Government to make a declaration

to support Organic¹ Farming in Africa under the 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 others. 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 won global recognition. For example, the Convention on Biological Diversity (CBD, 2001) recognizes the importance of traditional knowledge in the conservation and sustainable use of [agricultural] biodiversity, while UNEP also recognizes the vital role of bio-cultural diversity as necessary for sustainable development.

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. The propelling idea for this initiative emerged after the African Union Commission (AUC) supported a workshop in Kenya in 2011, which resulted in the development of the concept note, proposal and later formation of a Central Steering Committee (CSC) on organic agriculture. Seeing value in this outcome, the AUC then broadened the membership of this committee by including in it 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. As a measure of its support, the African Union Commission proposes 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 continental steering committee (CSC). The CSC 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 a pilot basis in six countries, namely Ethiopia, Kenya, Uganda, Tanzania, Nigeria and Zambia. The

rollout has risen to eight (8) countries - four in Eastern Africa (Ethiopia, Kenya, Uganda, and Tanzania) and four in West Africa (Mali, Nigeria, Benin, and Senegal), with an overall goal of mainstreaming ecological agriculture into national agricultural production systems, plans and policies.

In order to support organic farmers and exporters, and to the support establishment of organic agriculture platforms among the Member States of the African Union to access 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. These tasks are in line with the African Union Heads of State and Government decision on organic farming.

The trajectory of successes realized, lessons learned and challenges confronted 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 with the AU-Department of Rural Economy and Agriculture (DREA) agenda, the Comprehensive Africa Agriculture Development Programme (CAADP) results framework, the Malabo Declaration and Agenda 2063. In aligning itself to the Malabo Declaration on CAADP, and its commitment to accelerate Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods through Harnessing Opportunities 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. These are: to enhance investment finance in agriculture, to end hunger by 2025, to halve poverty through inclusive agricultural growth and transformation, to boost intra-African trade in agricultural commodities and services, and to enhance the resilience of livelihoods and production systems to climate variability and other related risks as spelt out in the seven priority areas of the Declaration.

¹Including Ecological Farming

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 the 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 (e) 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.

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 and implementation of programmes for harnessing rural infrastructure for market access and trade in agricultural products.
4. Enhanced implementation of priority programmes on the environment and natural resources and climate change.

African Union Commission (AUC) Agenda 2063 Aspirations

Aspiration 1: A Prosperous Africa, based on Inclusive Growth and Sustainable Development.

Aspiration 6: An Africa where development is people-driven, relying on the potential of African people, especially its women and youth, and with well cared for children.

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 into and alignment of EOA with 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 the quality of life for African citizens, which the Malabo declaration ultimately intends to achieve. 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 geared toward 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 to deliver on identified key result areas 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 to reach women, youth, and rural communities as its key stakeholders. 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 a 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 Agriculture in the 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 a quality life and 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 have a common focus 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 adopted by DREA is premised on the theory of change that DREA's four key priority areas mentioned above can be achieved if it 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 initiative's 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 new UN Sustainable Development Goals (SDGs):

 <p>1 NO POVERTY</p>	<p>End poverty in all its forms everywhere.</p>	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>Ensure sustainable consumption and production patterns.</p>	 <p>15 LIFE ON LAND</p>	<p>Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.</p>
 <p>2 ZERO HUNGER</p>	<p>End hunger, achieve food security and improved nutrition and promote sustainable agriculture. It its forms everywhere.</p>	 <p>13 CLIMATE ACTION</p>	<p>Take urgent action to combat climate change and its impacts.</p>	 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<p>Strengthen the means of implementation and revitalize the global partnership for sustainable development.</p>
 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Ensure healthy lives and promote well-being for all at all ages.</p>	 <p>14 LIFE BELOW WATER</p>	<p>Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p>		

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, with EOA projects being implemented in Eastern and West Africa. The initially planned activities were fairly well implemented despite the shortage of adequate funding. 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 eight African countries, up two more from the six during the pilot phase.

Some lessons learned include:

- Farmers in Africa are ready to adopt and adapt EOA practices as long as these translate into directly improved household food security and financial benefits. Thus, EOA practitioners have the task of providing evidence of these direct benefits in order to bring 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 in general and particularly toward EOA if they are convinced that the initiative will ensure food security and enable the adequate feeding of their citizens.
- The shortage of organic farm inputs (especially seeds and fertilisers) remains an immense challenge to promoting EOA. Farmers with large tracts of land are not able to access adequate and affordable organic seeds and fertilisers. This has slowed down progress and exposed a weak link in the EOA Initiative, one which is being exploited by the parties promoting alternative conventional farming approaches.
- A more prominent inclusion of women and youth in EOA initiatives 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 are rooted in the agricultural practices of local societies used long before conventional farming took the stage.
- There exists a lot of undocumented and poorly validated indigenous information and knowledge which should be harnessed and made available to stakeholders through the initiative's information and communication efforts (such as resource centres, radio, print media, websites, among others).
- The initiative's strategy to work with already established institutions, such as the National Organic Agriculture Movements (NOAMs), enabled effective coordination of the various efforts by different stakeholders; as well as accelerated acceptance of EOA among a wider audience.

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 exerting considerable political energy in 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 cardinal measure that counts when defining progress.

Under the Malabo Declaration, African governments collectively 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 and Government 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 sustainably contributing to meeting the food needs of its populations, ensuring economic and social development, reducing poverty among member states, and thus reducing existing inequalities among its territories, zones and nations. The West African Economic and Monetary Union (also known by its French acronym, UEMOA) and the 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 Chad, DRC, Somalia, 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 historical events whose unintended consequences have maintained Africa's 'Face of Hunger'. Such incidences threaten the achievement of the goals of the RECs on the continent.

Economic Analysis

Agriculture continues to feature as the most important sector in the African economy, second to trade and industry. With over 60% of land currently uncultivated yet suitable 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 its populations, and beyond, 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 sought debt write-offs in the past decade are today entering sovereign bond markets. Led by South Africa, which has a sovereign bond worth approximately USD 15.02 billion over the past decade, Nigeria, Rwanda, Ghana, Mozambique, Gabon and Kenya have joined the sovereign bond market 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 faster develop in its main economic activity; Agriculture. Moreover, there is a growing middle class in Africa² (the fastest growing in the world) that is driving an increased domestic market for quality goods, particularly agricultural products. According to the African Development Bank, 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 Africa Progress Report 2014³, over one-third of countries in the region, posted growth rates of over 6% in 2013. This reflects an improvement in the macroeconomic policies of the region that have cushioned it from the worst effects of the Global Financial Crisis. The busi-

²www.huffingtonpost.com/the.../africa/african-rising-middle-cla_b_10138018.html

³Grain Fish Money, Financing Africa's Blue and Green Revolutions, Progress Report 2014. Publication of the Africa Progress Panel

ness 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 are another areas of opportunity Africa can 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 barriers are sometimes exacerbated by the effects of globalization. A combination of the impact of previous structural adjustment programmes and certain changes in the rules governing international trade has reduced the prices of primary commodities exported by African countries and led to an increase in imports of agricultural products from more competitive producers - some of which are highly subsidised in their country of origin. Consequently, Africa needs to take measures to increase its understanding of issues in multilateral trade negotiations, develop strategies to reduce economic dependence on primary commodities, and carry out major reforms of its agricultural development and research strategies.

Social Analysis

The population on the African continent is growing rapidly. Africa, unfortunately, the world's poorest continent also prides itself on 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 tilt the

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To quote the Progress Panel and Report on Africa, headed by Kofi Annan, notes: 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!!!

balance towards the growth of the total 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 portion of it, currently at 900 million plus, swelling to 2.2 billion⁴. 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 its potential workforce, one that can also provide an opportunity for innovation. Evidence suggests that the combination of an increasing population plus improving economic fortunes generates an expanded market and increased demand for food, as populations have to be fed. But this potential has to be harnessed constructively so that young adults 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. 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 most rural parts of Africa. The wealth of knowledge, complex farming systems, and practices based on traditional wisdom and culture are barely researched. Very little indigenous knowledge is shared between local farmers and higher-level policy makers on the continent. Since it still accounts for at least 80% of the global population living in extreme poverty, Africa remains stuck on the frontline of the global war on extreme poverty.

Currently, most African populations are inadequately informed of the value of "green" or ecological products, product quality, customer service, and of supporting renewable energy and the recycling of goods past their shelf life. In fact, the general preferences are for imported goods in-

⁴The Population Research Bureau, a Washington-based outfit 2014. See also the 2014 world population data sheet

cluding processed foods, use of non-renewable energy and a 'rich' lifestyle that is neither healthy nor environmentally conscious. The cases of lifestyle diseases (diabetes, obesity, high/low blood pressure etc.) and related deaths on the continent have increased tremendously over the last 50 years since most countries broke free of the 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 constitutes the holistic management of a farm, forest, rangeland, lake or sea shore for sustained production. These Indigenous agricultural technologies feed the present communities living around the resource; while also taking into consideration future production of same or similar goods and services for future generations. 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. The technologies are all highly contextualized 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 researched further, documented, integrated and disseminated among farmers throughout Africa.

Africa has also witnessed a rapid growth in information communication technologies. For example, quite remarkably, mobile phones have become the devices that connect farmers to market information, agricultural technologies and practices. Print media and radio are also extensively

used to promote agriculture in this day and age. The data platform **ESOKO**, which is widely used in Eastern Africa, uses voice and SMS to collect data, share new farming techniques and improve links between smallholder farmers and other actors along the agricultural value chain. Similarly, **MMLOUMA** in Senegal connects farmers to food purchasers by displaying real-time market prices and localizations. The **I-COW 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 improves links between smallholder farmers and other actors along the agricultural value chain. **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, via both online and offline platforms.

The **M-PESA** mobile money transfer service in Kenya is used by farmers to pay for their input supplies and by customers to purchase farm produce. It also has banking and loan (**M-Shwari**) services which farmers are currently utilizing. **CO-COALINK** in Ghana connects cocoa farmers to information on sound 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 pull-out every Saturday titled 'Seeds of Gold', and its chief competitor, The Standard Newspaper also runs a similar 'Smart Harvest' pull-out on the same day.

Sub-Saharan Africa, however, falls far behind the rest of the world when it comes to basic infrastructure – roads, energy (electricity) and other service 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 investment opportunities.

Environmental Analysis

Climate change, with its impact on the frequency of erratic weather patterns 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 no longer predictable and the dry seasons are hotter than before. Since most of 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 growing, 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 lagging far behind. Even 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 need to be informed and trained most. This poor communication and lack of awareness can be seen in the general attitudes one finds in much of Africa 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 these laws are not effectively enforced.

The push towards synthetic farm inputs is so great that it is portrayed as the only route to relieving Africa of its food deficit. **Many governments have played along with this push, lending only nominal support to ecological and organic agriculture sub-sector.** It is no secret that most of these synthetic farm inputs (pesticides, herbicides, genetic pollution etc.) impact negatively on the weather, as well as increase the production of carbon emissions.

The harsh tropical weather (violent winds, low rainfall, hot sun, etc.) and **nomadic way of life in Africa⁵ have also to some extent 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 in efforts towards this end, results of which ought to be shared with farmers in Africa.

Legal Analysis

The legal environment protecting agriculture (copyright, patents/Intellectual Property (IP), health and safety laws, 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 relevant agricultural businesses and investments on the continent thrive. The most critical challenge lies in enforcement of these laws. Law enforcement is, therefore, essential if Africa is to leap out of the current food-insecure 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 is and can only be decided upon and/or managed internally. Any and all external input goes to supporting the cause, but not to determining its processes 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, the capacity of social-ecological systems to produce desired sets of ecosystem services in the face of disturbance and change*, a key feature 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.

⁵Indigenous knowledge of some nomadic groups e.g. Pokot and Turkana of northwest Kenya, show climate-smart traditional natural resource management including in times of drought. See Edmund Barrow's 1988 findings <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/936.pdf>

The increasing number of stakeholders embracing ecological organic farming on the continent is a strength that is 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 the stakeholders with interest in this initiative. The collective commitment of these stakeholders will contribute 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 determination 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 sources of strengths 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 inter-state sharing of knowledge and progress being made. The Continental EOA Steering Committee, with its 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 enable them to fully participate in EOA sector promotion through their sector-specific engagements has been a key weakness during promotional activities. There seem to be capability weaknesses among country lead organizations, some which are a civil society based but are constrained by in-country laws that are not conducive to operations of civil society organizations.

The dearth of empirical evidence and data on EOA's capacity to meet the food demands of African populations is the weakest link in the

initiative. At a time when governments are challenged with feeding their populations absence of empirical evidence 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 significant quantity may not source 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 are a weakness that has threatened to slow down the realisation of outcomes as desired. In some instances, external funding may be the major driver of 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 by poor distribution channels, trade barriers between 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, efforts towards using and capitalising on gains already realized out of the wisdom of older practitioners and personalities have been slow. The tendency to reinvent the wheel has slowed down progress in Ecological Organic Agriculture.
- Efforts towards engaging national governments meaningfully are inadequate. This has 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 a range of 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. Climate change serves to reinforce the urgency and importance of the transfer and dissemination of existing EOA knowledge and technologies. Climate change has, de facto, opened up space to promote EOA initiatives. African research and training institutes must, therefore, continue to disseminate widely what is already proven; while also venturing into developing, identifying and promoting new innovations based on sound science. The fact that Africa in spite of government focus on modern/ industrial agriculture technology, the majority of small-scale farmers' use their own farm inputs (manure fertiliser and seeds), this expands further the opportunity for the success of promoting EOA as a form of agriculture that mitigates 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' for farmers producing for the growing global market. The premium prices for ecological and or-

ganic 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 the global level, the Sustainable Development Goals (SDGs) endorse EOA efforts. This endorsement 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 in a win-win situation.

Geographical focus: All 54 Countries of Africa

OUTCOMES

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 realized.
7. A harmonised understanding and awareness of the value and benefits of ecological organic agriculture (EOA) among various stakeholders realized.
8. Integration into and alignment of EOA with 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.

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 inclusivity
4. Growth and expansion strategy

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

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 and knowledge in support of EOA. The main aim of the priority area will be to conduct as many research projects on ecological organic agriculture as feasible to populate data, knowledge, and practice that will eventually help transform agriculture in Africa along principles and practices of EOA. Led by actors in research and training institutes⁶ 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 (e.g. youth) in farming. There are currently several regional research projects and programs on EOA including those by FiBL in West and East Africa and the International Centre of Insect Physiology and Ecology (ICIPE) activities across the continent. Greater 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 aim 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 communi-

⁶Including Polytechnics and other agricultural colleges

cation in reaching policy makers and governments. This priority area will, therefore, gather relevant information for advocacy and lobbying policy 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 bio-pesticides) 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.
- 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 will therefore heavily rely 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 for Agricultural Research in 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 areas 1, 2 and 3, empirical data will be packaged into appropriate formats for target audiences. Through lobbying and advocacy efforts, Africa's national governments shall 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, strengthen 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 in the agriculture sector as well as other related sectors by 2025.
- To strengthen the governance, management and operations of EOA institutions in Africa for effective functioning and service delivery by 2025.

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. In this regard, efforts to work with all sectors will ensure faster realisation as well as the greater impact of the EOA agenda. All key stakeholders shall be engaged to implement the EOA initiative, and shall be encouraged to play critical roles pro-

moting EOA. Some of the stakeholders that shall be particularly targeted are private sector actors such as organic farm input producers and suppliers and experienced EOA practitioners. EOA shall no longer have a narrow view but shall 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 its agricultural sector, EOA shall adapt a 'partnership and networking strategy'. This shall help build synergies and complementarities while avoiding duplication of efforts, and thus enable optimal use of available resources for maximisation of results and impacts. The strategy shall also ensure wider geographical coverage, leveraging each partner's experience and innovation for optimum results in program delivery. Among the partners to be targeted are AfrONet, FARA, IFOAM, NOAMs, farmer associations, RECs, FAO, and research and training institutions such as FiBL, ICIPE etc.

c) Community empowerment and inclusiveness

'Community empowerment and inclusiveness', as a strategy, shall anchor the EOA agenda in sustainable institutions and key demographics (women and youth). EOA knowledge that is shared with communities, and especially with women and youth, shall remain in these communities and made easier for passing on to generations to come.

d) Growth and expansion strategy

EOA will also adapt a 'growth and expansion strategy' in order to reach out to more African countries. Following the establishment of the EOA initiative activities in Eastern and West Africa, a rollout into Southern, Central and Northern Africa is planned for the second phase of the strategic period (2020-2025), funds permitting. This is because unless EOA practices encompass Africa in whole, food and nutrition security, environmental degradation and climate change shall continue to bedevil the continent.

5

GEOGRAPHIC FOCUS, CONSTITUENCIES AND PARTNERSHIPS

5.1. Geographical focus

The EOA Initiative intends to be implemented across all 54 countries of Africa⁷. For this strategic period, however, the three regions of Eastern, Western and Southern Africa shall be the target areas of implementation.

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

5.2. Constituencies / Target groups of the EOA Initiative

This initiative will target farmers in Africa as a primary constituency that shall enable the realisation of the EOA objectives. Women and youth shall be specifically prioritised by the Initiative, and all projects shall be rated on the level of their inclusion in designed activities. It is envisaged that the farmers shall showcase the value and benefit of EOA through close collaboration with research institutions, and shall be trained on new innovations through extension and advisory services. Farmers shall also be mobilised into collective farmer associations to effectively position their associations and products in national, regional and global markets. It is also envisaged that their products shall be of quality, vetted by regulated certification companies, in order to ensure that national, regional and global food standards are met.

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

⁵So far 8 countries are on board

The secondary target groups shall include 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 shall be targeted with the intention of encouraging them to produce a variety of quality organic seeds and fertiliser for large scale organic agriculture. The Initiative shall ensure a balance in supply and demand of these inputs in order to avoid discontent from the farmers and/or manufacturers/suppliers.

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

5.3. Stakeholder Analysis

Stakeholder	Their Role in 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 and 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	Sources of 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 smallholder farmers to enable access to 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)

6

THE ORGANIZATIONAL STRUCTURE, IMPLEMENTATION AND MANAGEMENT OF THE STRATEGIC PLAN

6. 1. The EOA Organizational Structure



6.2 Implementation and Management of the Strategic Plan

Implementation

This Strategic Plan is an initiative of the African Union, and it was commissioned to complement other efforts, policies and programmes (CAADP, DREA) in addressing food insecurity in Africa. The implementation of the Strategic Plan will therefore be coordinated by the African Union Commission

through the chairing of 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.

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 the progress of EOA-I. • Awareness-raising of EOA agenda, brand and profile at the 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. • Provide 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 CSC. • 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 the regional level. • 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 the EOA agenda and activities at national level. • Programme development, implementation and monitoring at the 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 country lead organisations, the private sector, farmers, research institutions, etc.).
Lead Executing Agencies	<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 monitor how various country partners are implementing the EOA Initiative; as well as evaluate how other stakeholders including development partners are responding to the need to expand the effort.

Internal Reporting

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

Internal Monitoring

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

Reviews and Evaluations Methods

- There shall be a midterm review of the Action Plan in Year 3 (2016), and a final review in The year 2020. This shall lead to the development of an Action Plan for the next phase of the Strategic Plan.
- There shall be a midterm review of this strategy, and it is 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 funds. Such programmes shall design M&E systems that suit their funding arrangements.

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, technical support and coordination costs. A comprehensive EOA resource mobilisation strategy shall be developed to guide fundrais-

ing and sourcing for this much-needed financial support, in order to deliver on the EOA mandate. Such a strategy shall be prepared externally with the assistance of an external consultant with funds from the AUC and shall capture the various country contexts. It is 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, exchanges and exposure visits.
- Tap into ecotourism- by providing tourism services like organizing visits to 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 shall facilitate the creation of 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 profile /influence to assist in fundraising.
- Raising funds from the Certification / PGS of African 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— such as NOARA, NOAMs, IFOAM, FARA

and AfrONet – shall continue to promote the EOA concept and initiative. Therefore, including them from the onset of EOA inception is crucial. The strategy shall 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, shall depend on the success of the implementation of the 'Malabo declaration'. The strategies for EOA would be twofold:

- To closely monitor and push for Africa's national governments to allocate 10% of the national budgets to agriculture, as well as to define how much of the 10% is used for EOA initiatives.
- To kick-start and develop markets for agroecological and organic farm inputs and products. This shall ensure self-sufficiency of EOA in a self-regulating market where benefits reach the farmers.

7

THE INTERVENTION LOGIC (Log Frame-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 initially focus on the three regions of Africa with selected countries in East, West and Southern Africa. More countries will be gradually included as experiences grow 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.	<ol style="list-style-type: none"> 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
Scientific, indigenous knowledge, technologies and innovations on Ecological Organic Agriculture (EOA) increased. 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.	<ul style="list-style-type: none"> • % increase in EOA knowledge, practice and documentation. • The number of EOA scholars, publications and popular versions of EOA-related scholarships and internships offered. • % increase in farmers' uptake and improved attitude in EOA practices. • % increase in a number of training institutes and centres of excellence offering EOA curricula. • % increase in food security and nutrition attributed to EOA practices. 	Country dependent baseline to be developed.

Outcome	Outcome Indicators	Benchmark
	<ul style="list-style-type: none"> • % 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. 	

Outputs	Output Indicators	Means of Verification
<p>EOA technology and knowledge gaps identified.</p> <p>Participatory and gender-sensitive research and empirical studies carried out.</p> <p>Indigenous Knowledge included in research findings.</p> <p>Documented (reports, publications etc.) research findings.</p> <p>Farmers practicing EOA increased.</p> <p>Curricular on EOA developed and implemented.</p>	<ul style="list-style-type: none"> • The number of empirical studies performed, documented and practised. • The number of women and youth engaged in the research process. • The number of field tests carried out. • Number and type of EOA indigenous knowledge and practices documented and practiced. • The number of innovations (including gender sensitive innovations) developed and disseminated. • The number of new technologies (including organic farm inputs, seeds & biopesticides) developed and disseminated. • Number and type of curricular developed/updated. • The number of formal (diploma, BSc, MSc), short term (certificate, technical, etc.) and informal training (seminars, workshops, etc.) in EOA provided. • The number of stakeholders (especially women and youth) trained. • The number of extension services provided. • No of EOA related scholarships and internships offered. 	<ul style="list-style-type: none"> • Baseline study report. • Research reports and documentation. • Field visits and reports. • Training reports. • Gap analysis reports. • Training needs reports. • Reports on extension services.

ACTIVITIES

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 ((Licence- Maîtrise-Doctorat/Bachelor's-Master's-PhD) 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.	<ol style="list-style-type: none"> 1. To sensitize farmers, processors, marketers, other stakeholders on the value of EOA in producing safe, nutritious and healthy products. 2. 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
<p>EOA information and communication strategies developed at continental, regional and national levels.</p> <p>A variety of communication tools (flyers, booklets, brochures, audio and video files, website, case studies, policy briefs, radio and tv, social media, newspapers, magazines, scientific Publications and Popular Versions) produced.</p> <p>EOA resource centres established (at continental, regional and national).</p> <p>EOA brand in place.</p>	<ul style="list-style-type: none"> • The number of information and communication strategy documents developed (and translated in AU official languages). • The number of websites developed. • Number of Print, media and online (Publications, booklets, flyers, brochures etc.) on EOA developed. • The number of case studies for policy briefs developed. • Number of EOA resource centres established. • EOA brand manual. 	<ul style="list-style-type: none"> • Baseline study reports. • Communication Strategy documents. • Communication materials. • Resource centres. • M&E reports. • Resource centre officers. • Manual for 'brand EOA'.

ACTIVITIES

1. Undertake gap analysis on existing EOA information and communication tools.
2. Develop continental, regional and country level information and communication strategies.
3. Establish and maintain EOA national websites and link them to the continental (main) EOA website.
4. Design and produce communication outreach materials.
5. In partnership with pillar one (1), design, package and publish training materials and research findings for the promotion of EOA.
6. In partnership with pillar four (4) design case studies and policy briefs for dissemination and lobbying.
7. Establish country level EOA resource centres.
8. Organise a continental validation workshop on EOA branding (during the 3rd African Organic Conference) to kick-start the process.
9. Organise information and communication (I&C) events, forums, conference and media activities on EOA.
10. 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.	To conduct value chain analysis, develop value chain nodes and establish value addition options for EOA products.	
Outcome	Outcome Indicators	Benchmark
<p>EOA product value chain mapping, data collection, opportunity analysis, and product/input vetting conducted.</p> <p>Business Development Strategies (BDS) for target businesses along value chains developed.</p> <p>The market share of EOA quality products at the national, regional and international markets increased.</p>	<ul style="list-style-type: none"> • % increase in the number of value added EOA products. • % increase in amounts and quality of inputs (seeds, fertiliser and bio pesticides) along with product value chains. • % increase in amounts and quality of products with added value. • % increase in the market share and demand for EOA products in the market (national, regional and international). • Create job opportunities for at least 30% of youth in agricultural value chains. • Increased the number of women and youth entering and accessing agri-business economic opportunities. 	Country dependent baseline to be developed.
Outputs	Output Indicators	Means of Verification
<p>Value chain analyses for various products conducted.</p> <p>Strategies to improve identified gaps along the value chains developed, documented and implemented.</p> <p>Market researches for national, regional and global markets conducted.</p> <p>Strategies to develop target markets developed, documented and implemented.</p>	<ul style="list-style-type: none"> • The number of value chain analysis conducted. • The number of documented strategies to address weak links along value chains. • The number of EOA farm input supplies (seeds and bio pesticides) available in the market. • The number of value addition technologies used. • The number of value added EOA products in target markets. • The number of EOA products accessed in target markets. • Number of EOA certified producers. • The number of farmers under collective marketing. • The number of finished product bulking centres, distribution channels, and markets. 	<ul style="list-style-type: none"> • Value chain reports. • Market analysis reports. • Records of certification. • Visits to bulking centres.

ACTIVITIES

1. Conduct value chain analyses.
2. Develop strategies to address a weakness (especially farm inputs: - seeds, fertiliser, bio pesticides) identified along the 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 Fairs should be added as another activity.
9. Monitoring and evaluation.

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

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
<p>Database of EOA stakeholders in the continent created.</p> <p>Active forums for sharing information and knowledge on EOA established.</p> <p>Joint activities and meetings held.</p>	<ul style="list-style-type: none"> The database in place. The number of strategic meetings held. The number of partners actively participating and collaborating in EOA initiatives. The number of national, regional and continental platforms established. The number of joint activities (meetings, showcases, M&E) done. 	<ul style="list-style-type: none"> Updated EOA directory/database. Progress reports.

ACTIVITIES

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 (showcase, luncheons, conferences, meetings etc.).
6. Monitoring and evaluation.

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

Key Priority Area 5: Policy and Programme Development (PPD)		
Strategic Objective	Specific Objectives	
<p>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.</p> <p>NB: Similar to CAADP Level 3 output 3.1, Effective and inclusive policy design, implementation and evaluation capacity (policy practice).</p>	<ol style="list-style-type: none"> 1. To ensure the harmonisation, awareness and common understanding of the concept of ecological organic agriculture (EOA) among all stakeholders. 2. To gather relevant evidence-based data to use in the development of appropriate lobby messages for promoting EOA. 3. 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. 	
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>	<ul style="list-style-type: none"> % increase in the number of countries in Africa adopting and implementing EOA. % increase in policies, plans and programmes promoting EOA. Re-commitment to allocate at least 10% of public spending on agriculture. 	Country dependent baseline to be developed.

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"> • Database of national policies with gaps in EOA. • A documented Roadmap to support the effort of aligning policies to support EOA. • Database 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 database on national policies with EOA gaps. • Reports/publications from Ministries of agriculture, RECs online stats, and relevant URLs sources. • Field and workshop report.

ACTIVITIES

1. Conduct country based policy analyses on identifying 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 and 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
Strengthen the governance management and operations of EOA institutions in Africa for effective functioning and service delivery by 2025.	To identify and strengthen EOA institutions in Africa through providing harmonized guidelines for their development, management and operations.

Outcome	Outcome Indicators	Benchmark
<p>Well governed, efficient and effective EOA Institutions.</p> <p>NB: Similar to CAADP level 3 output 3.2; Effective and accountable institutions including human capital development.</p>	<ul style="list-style-type: none"> • % increase in the number of EOA institutions. • % increase in capacity and good governance of EOA Institutions. • % increase in the 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
<p>The EOA Secretariat and other institutions established.</p> <p>Guidelines for the creation, management, and operations of EOA institutions developed.</p> <p>Enhanced capacity of EOA institutions.</p>	<ul style="list-style-type: none"> • The 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. • The 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,

ACTIVITIES

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 training 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 shall actively lobby for pro-EOA policies and legislation targeting national governments. • EOA shall improve its visibility in the industry through strategies like labelling EOA products to differentiate them from other products on the market.
A distorted conceptual understanding of EOA by stakeholders promoting the concept.	Stakeholders shall take the 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). Achieving a common understanding of this concept will enable stakeholders to promote it better and with clarity.
The lack of strong industry backs up leading to drudgery and uptake of the EOA concept.	<ul style="list-style-type: none"> • EOA practitioners shall forge a strong partnership with industry players, manufactures, producers, marketers, and farm input suppliers etc to hasten the uptake of EOA. • EOA research and training institutions shall spearhead the search for existing technologies (both indigenous and scientific) of EOA. They will collect and document 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.
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).	<ul style="list-style-type: none"> • EOA continental, regional and national platforms shall 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 and 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 governments, continental bodies	Capacity building institutions (universities, consultancy firms)
Farmers Training/ Research Institutes	Internet & Web based organs	Government seed suppliers	Extension Networks	World International Policy organisations	Consulting agencies
Telecentres	Journal and magazine publishers	Natural Agro-Chemical Cos	National EOA organisations and 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 farmer's associations	Policy analysts	
International EOA organisations and networks	Target populations	Extension workers (seed inputs)	University networks		
Extension networks		Research Institutions (initial seed)			
National EOA organisations and networks		Retail seed outlets			
Regional research organisations		Machinery manufacturers			
Other NGOs/CSOs		Farmers and farmer associations			
Regional farmer's associations		Extension workers			
University networks		Credit organisations			
Farmers and farmer associations.		Millers and ginneries			
Extension workers		Organic coffee processors			
Credit organisations		Spinners			
		Transporters			
		Refrigeration service providers			
		Farmers and farmer associations			
		Warehousing providers, certification bodies			



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