PHASE II PROPOSAL

Mainstreaming Ecological Organic Agriculture (EOA) into Agricultural Systems in Africa for the Period 2019-2022 by
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EOA Continental Steering Committee Meeting Dakar, Senegal

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Structure of the Proposal

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A natural future for all collectively
Goal and Objectives

The overall goal of the initiative has been to mainstream Ecological Organic Agriculture into national agricultural production systems by 2025 to improve agricultural productivity, food security, access to markets and sustainable development in Africa.

The Specific Objectives

1) To increase documentation of information and knowledge on organic agricultural products along the complete value chain and support relevant actors to translate it into practices and wide application.

2) To systematically inform producers about the EOA approaches and good practices and motivate their uptake through strengthening access to advisory and support services.

3) To substantially increase the share of quality organic products at the local, national, regional and global markets.

4) To strengthen inclusive stakeholder engagement in the development of organic commodity value chains by strengthening national, regional and continental multi-stakeholder platforms to advocate for changes in public policy, plans and practices.
Changes Proposed for Phase II

✓ Changes proposed in this proposal build on Phase I implementation and the partners’ Organizational Capacity Assessment (OCA) and external evaluation conducted in 2017 and 2018 respectively. We need to show more impact at different levels.

- Market System Development
- Grant Management System
- Robust M&E, Reporting and Learning
- Harmonization and Synergies Across Pillars (Building network of teams)
- Capacity Building for Efficient Project Management
- Strengthening Performance of Platforms at all Levels
- Tracking other EOA Related Initiatives in the Continent
- Geographical Coverage
Proposed Strategies of Implementation

1. Market system development

Approaches which embrace business development support infrastructure, value chain analysis and making markets work for the poor (M4P) are key to achieving greater market integration and benefits to value chain actors.

In this, special attention shall be given to capacitating national EOA systems to have affordable certification systems to increase visibility and consumption of organic products.
Proposed Strategies of Implementation- Cont’d

2. Grant Management System

Options to be considered are:

1) Fully competitive but restricted to EOA implementing organisations and partners.

2) Partial competitive with a per cent (for example 70%) allocated across current partners and some per cent (30%) earmarked for competitive bidding.

3) Any innovative arrangements that can guarantee partner commitment, delivery and sustainability in EOA implementation.
Proposed Strategies of Implementation- Cont’d

3. Robust M&E, Reporting and Learning

Considering the issues raised in the OCA and external evaluation reports, this next phase of EOA will address the following fundamental issues:

✓ Development and adoption of tools for monitoring at all levels of the EOA-I structure:
  ➢ Tools at the beneficiary level, e.g. farmer record keeping book
  ➢ Tools at the pillar implementers’ level; e.g. checklist of questions and field visit report
  ➢ Tools at the CLO level, e.g. project monitoring report
  ➢ Tools at the Executing Agency level, e.g. Verification checklist
Proposed Strategies of Implementation- Cont’d

4. Harmonization and Synergies Across Pillars (Building Network of Teams)

✓ Partners are currently doing good work under their respective pillars, but with no clear sense of how they are aligned.

✓ The flagship projects under each of the pillars should be in alignment and complement each other to achieve synergies.

✓ Adoption a strategy of ‘network of teams’, which will make it possible for not only country programmes to be aligned, but also have partners linked in real time with other pillars in other countries.

✓ Pillar 1 has been revised to read Research and Applied Knowledge and Pillar 2 named Information Communication and Extension.
Proposed Strategies of Implementation- Ct’d

4. Harmonization and Synergies Across Pillars (Building Network of Teams):

✓ This revision allows for Pillar 1 to focus on knowledge generation and transformation into available forms for dissemination.

✓ And Pillar 2 to focus on dissemination of information across value chains and strengthen the capacity of actors to work across the value chains.
Proposed Strategies of Implementation - Cont’d

5. Capacity Building for Efficient Project Management

✓ The OCA report has revealed that some EOA partners are weak on governance, administration, financial management and project implementation.

✓ The next phase will consider building capacity of partners in areas such as:
  • project planning, implementation, monitoring, evaluation and reporting;
  • financial management;
  • networking and advocacy;
  • resource mobilization;
  • data management and publication of success stories and;
  • other areas that emerge during implementation
5. Strengthening Platforms at all Levels

This phase will undertake actions to strengthen platforms.

Platforms at national level, in particular, are important in:

- creating coherence and synergy for sharing experiences, lessons and best practices;
- improving communication, knowledge transfer and know-how among various stakeholders;
- developing new technological and commercial collaborations;
- popularizing the initiative to reach varied and new stakeholders and markets;
- finding partners to optimize comparative advantages and undertake joint research and development activities; and
- facilitating identification of capacity gaps, emerging opportunities and contributing to programme design and development and implementation among others.
6. Tracking other EOA Related Initiatives in the Continent

- A survey tool has been developed with the help of IFOAM IO to help in mapping out all like-minded projects across Africa that are implementing EOA and funded by other donors.

- The mapping by the Continental Secretariat is being done closely with AfrONet to develop engagement structures with these organizations and or projects to encourage active engagement, sharing and learning.

7. Geographical Coverage

- Plans for gradual entry of EOA to Rwanda with SDC support
GOAL, OBJECTIVES AND MAIN ACTIVITIES

**Goal:** To improve quality of life for all African citizens by mainstreaming organic agriculture (OA) practices and technologies into the agricultural systems.

**Objective 1:** To avail information and knowledge needed by Ecological Organic Agriculture (EOA) value chain actors through demand-driven, multi-disciplinary, gender sensitive and participatory research and repositories.

- **1.1:** To generate and collate information and knowledge needed by EOA actors along value chains.
- **1.2:** To validate and synthesize EOA research information and knowledge.
- **1.3:** To document best experiences and results on EOA research information and knowledge use by EOA actors along value chains.
GOAL, OBJECTIVES AND MAIN ACTIVITIES

Objective 2: To enhance adoption of EOA approaches, technologies and practices through systematic dissemination of research based practical information and knowledge to value chain actors.

2.1: To disseminate EOA practices through various pathways (IEC materials, social media applications and websites) to support value chain actors.

2.2: To disseminate EOA practices through training and extension to support value chain actors and education institutions.
GOAL, OBJECTIVES AND MAIN ACTIVITIES – Cont’d

Objective 3: To substantially increase share of quality organic products at local, national, regional and international markets through value chain development and market strengthening.

✓ SO 3.1: To develop and implement strategies for linking value chain actors to business support services.

✓ SO 3.2: To support access to market intelligence (products, price, place and promotion – 4Ps) to inform decision making and improve competitiveness of the EOA actors.

✓ SO 3.3: To strengthen capacity of producers to meet organic market standards.

✓ SO 3.4: To support development and strengthening of organic markets to increase the share of organic products (certified/non-certified) at domestic and export levels.
Objective 4: To enhance structured management and governance of EOA through coordination, networking, advocacy, multi stakeholder platforms and capacity building leading to positive changes in agricultural systems in Africa.

- **4.1:** To strengthen synergies amongst governance, coordinating and implementing institutions through networks, coordination and partnerships.
- **4.2:** To lobby and advocate for mainstreaming of EOA practices into public policies and investment plans.
- **4.3:** To improve the functioning and service delivery of EOA institutions in Africa through capacity building.
- **4.4:** To support and strengthen multi stakeholder platforms at regional level for advocacy, experiential sharing, networking, resource mobilization and learning.
- **4.5:** To support and strengthen multi stakeholder platforms at continental level for advocacy, experiential sharing, networking, resource mobilization and learning.
- **4.6:** To support and strengthen Non-State actors umbrella body (AfrONet) to promote EOA through advocacy, experiential sharing, networking, resource mobilization and learning.
GOAL, OBJECTIVES AND MAIN ACTIVITIES – Cont’d

Pillar 1 Main Activities

1.1.1: Undertake value chain analysis to identify knowledge gaps, needs and priorities of various actors with special focus on women, youth and marginalized groups along selected value chains.

1.1.2: Undertake research to generate information and knowledge to address the identified gaps, needs and priorities.

1.1.3: Assemble information and knowledge from various sources to address the identified knowledge gaps needs and priorities.
   • Validate information and knowledge from research findings using appropriate strategies.
   • Process and avail the validated information and knowledge in various repositories e.g. knowledge banks, data bases, print.

1.3.1 Document and publish best experiences and results on EOA research information and knowledge use.
GOAL, OBJECTIVES AND MAIN ACTIVITIES – Cont’d

Pillar 2 Main Activities

2.1.1 Repackage and translate information and knowledge in formats appropriate for disseminating to various target groups with special focus on women, youth and marginalized groups.

2.1.2 Facilitate access to information and knowledge formats by various target groups with special focus on women, youth and marginalized groups using various strategies e.g. Videos, Social media tools, Print media, etc.

2.2.1 Develop training materials for information needed by various actors along the value chain.

• Undertake training of actors along the value chain using the ToToF approach, BDS and other strategies.

• Develop/ review EOA curricula for integration into the national formal education programs.

• Undertake training courses in various learning settings (formal and informal).
GOAL, OBJECTIVES AND MAIN ACTIVITIES – Cont’d

**Pillar 3 Main Activities**

3.1.1 Assess the business services required by the value chain actors and the status of BDS market.

3.1.2 Facilitate BDS providers to link value chain actors to services through contracted facilitators.

3.1.3 Establish and Facilitate access to product market intelligence along the value chains.

3.2.2 Support BDS suppliers to provide market related services e.g. market linkages, certification, branding, value addition, storage technologies.

3.3.1 Promote the use of ICS, PGS and third-party certification methods by producers.
GOAL, OBJECTIVES AND MAIN ACTIVITIES

Pillar 3 Main Activities

3.3.2 Harmonize organic standards at regional levels.

3.4.2 Establish new market channels and undertake product diversification through value addition.

3.4.3 Carryout consumer awareness campaigns.

Earlier in the document you are saying that the high certification costs are a major problem for the farmers. How do you want to address this problem? Or is the problem solved by focusing more on PGS and regional / domestic markets?

Pillar 4 Main Activities

4.1.1 Strengthen coordination, networking and partnership between EOA partner organizations

4.1.2 Facilitate agenda for joint project planning, implementation and monitoring activities among partners developing same value chains.
GOAL, OBJECTIVES AND MAIN ACTIVITIES – Cont’d

Pillar 3 Main Activities

3.3.2 Harmonize organic standards at regional levels.

3.4.2 Establish new market channels and undertake product diversification through value addition.

3.4.3 Carryout consumer awareness campaigns.

   Earlier in the document you are saying that the high certification costs are a major problem for the farmers. How do you want to address this problem? Or is the problem solved by focusing more on PGS and regional / domestic markets?

Pillar 4 Main Activities

4.1.1 Strengthen coordination, networking and partnership between EOA partner organizations

4.1.2 Facilitate agenda for joint project planning, implementation and monitoring activities among partners developing same value chains.
Pillar 4 Main Activities- Cont’d

4.1.1 Identify gaps and develop an advocacy and lobbying action plan for aligning EOA practices and technologies into agricultural systems.

4.1.2 Facilitate stakeholder engagement to align EOA practices and technologies into agricultural systems.

4.3.1 Strengthen operational procedures of implementing partner organizations.

4.3.2 Promote “network of teams” between partners implementing various pillars.
GOAL, OBJECTIVES AND MAIN ACTIVITIES – Cont’d

Pillar 4 Main Activities - Cont’d

4.4.1 Strengthen regional platforms to effectively discharge their mandates.

4.4.2 Undertake MOUs and partnership agreements with other organizations promoting similar agenda.

4.5.1 Strengthen continental platform to effectively discharge its mandate.

4.5.2 Undertake MOUs and partnership agreements with other organizations promoting similar agenda.

4.6.1 Strengthen AfrONet to effectively discharge its mandate.

4.6.2 Undertake MOUs and partnership agreements with other organizations promoting similar agenda.
## CSC MEMBERSHIP AND ROLE IN THE NEXT PHASE

<table>
<thead>
<tr>
<th>Type of Membership</th>
<th>No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Africa Union Commission – Department of Rural Economy and Agriculture (DREA)</td>
<td>1</td>
</tr>
<tr>
<td>(Chair)</td>
<td></td>
</tr>
<tr>
<td>2. New Partnerships for Africa Development (NEPAD) --&gt; agency...</td>
<td>1</td>
</tr>
<tr>
<td>3. Regional Economic Communities (RECs) – The two positions will be filled initially by the Economic Community of West African States (ECOWAS) and East Africa Community (EAC) and then regularly rotated to include other RECs, as requested</td>
<td>2</td>
</tr>
<tr>
<td>4. Farmer-based Organizations – Farmers Organization of Southern Africa (SACAU)</td>
<td>1</td>
</tr>
<tr>
<td>5. Civil Society Organizations (CSO) – Action Aid International, Senegal</td>
<td>1</td>
</tr>
<tr>
<td>6. Private Sector - Private Enterprise Federation, Ghana</td>
<td>1</td>
</tr>
<tr>
<td>7. African Organic Network (AfrONet) – President</td>
<td>1</td>
</tr>
<tr>
<td>8. African Research or Academic Institutions – Forum for Agricultural Research in Africa (FARA), RUFORUM etc.</td>
<td>1</td>
</tr>
<tr>
<td>9. International Organic Partner (IFOAM-OI)</td>
<td>1</td>
</tr>
<tr>
<td>10. EOA Regional Clusters (East Africa, West Africa and South Africa) represented by the Chairpersons</td>
<td>3</td>
</tr>
<tr>
<td>11. National Organic Agriculture Movements (rotational)</td>
<td>2</td>
</tr>
<tr>
<td>12. Development Partners (SDC and SSNC)</td>
<td>2</td>
</tr>
<tr>
<td>13. An indigenous African Organic Certification Body e.g. Ugocert</td>
<td>1</td>
</tr>
<tr>
<td>14. EOA Lead Coordinating Organisations (BvAT and PK)</td>
<td>2</td>
</tr>
<tr>
<td>15. Women representative</td>
<td>1</td>
</tr>
<tr>
<td>16. Youth Representative from the agricultural sector</td>
<td>1</td>
</tr>
<tr>
<td>TOTAL</td>
<td>22</td>
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</table>
The Roles of the CSC

- The CSC is at the apex in the governance structure of EOA in Africa. Its members serve to provide EOA in Africa and its membership with guidance, oversight and decision-making regarding the operations and activities of EOA Initiative in Africa.
- The members are appointed to serve on behalf of their institutions, not as individuals and agree to represent the general interests of their sector.

1) Awareness raising of EOA agenda, brand and profile at continental level through lobbying and advocacy.
2) Resource mobilisation and fundraising and soliciting support for the EOA initiative in Africa
3) Overall program development guided by the Strategic Plan (2015-2025)
4) Providing oversight, advice and guidance, on the implementation of the Strategy
5) Ensuring wide stakeholder participation in EOA Initiative
6) Knowledge sharing and management
7) Representing the CSC in national, regional and continental meetings and workshops as advised by the chair of the CSC.
### Table 8: Ecological Budget Summary (in US Dollars)

<table>
<thead>
<tr>
<th>Pillar / Dimensions of EOA</th>
<th>Organic Agriculture Initiative Phase II</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distribution of Across Pillars and Years % over pillars</td>
<td></td>
<td>27%</td>
<td>26%</td>
<td>24%</td>
<td>24%</td>
<td>Total</td>
</tr>
<tr>
<td>Research &amp; Applied Knowledge</td>
<td></td>
<td>14%</td>
<td>223,570</td>
<td>226,799</td>
<td>191,400</td>
<td>182,600</td>
</tr>
<tr>
<td>Information Communication &amp; Extension</td>
<td></td>
<td>14%</td>
<td>225,079</td>
<td>227,719</td>
<td>201,319</td>
<td>198,679</td>
</tr>
<tr>
<td>Value Chain &amp; Market Development</td>
<td></td>
<td>15%</td>
<td>236,759</td>
<td>236,759</td>
<td>220,161</td>
<td>220,163</td>
</tr>
<tr>
<td>Management, Coordination and Governance</td>
<td></td>
<td>42%</td>
<td>697,683</td>
<td>644,304</td>
<td>580,500</td>
<td>585,525</td>
</tr>
<tr>
<td>Project Management &amp; Coordination</td>
<td></td>
<td>15%</td>
<td>207,803</td>
<td>216,923</td>
<td>232,811</td>
<td>243,442</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td>100%</td>
<td>1,590,895</td>
<td>1,552,504</td>
<td>1,426,192</td>
<td>1,430,410</td>
</tr>
<tr>
<td>Grand Total in USD</td>
<td></td>
<td>1,590,895</td>
<td>1,552,504</td>
<td>1,426,192</td>
<td>1,430,410</td>
<td>6,000,000</td>
</tr>
</tbody>
</table>
Comments from SDC and Swiss Aid

✓ All activities should be budgeted within an available budget of 6 million over the 4 years. This includes developing a robust M&E framework/system, Partners Capacity Building, potentially accounting software, evaluations, audits etc.

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1'700'000</td>
<td>1'600'000</td>
<td>1'450'000</td>
<td>1'250'000</td>
</tr>
</tbody>
</table>

✓ The review of the composition and functioning of the CSC is missing in the ProDoc and needs to be addressed. The CSC cannot continue as was the case in phase I.

✓ Overall, the sustainability element in the Prodoc is not sufficiently addressed post closure of Phase II. The role of CSC in sustainability and steering EOA is not well spelt out.
Comments from SDC and Swiss Aid

- South Africa cluster is still not linked through project funds (not just SDC, but others). There needs to be a clear strategy on how to encompass the continent.

- Since the CSC secretariat is in place to support the implementation of an AU agenda, SDC is of the view that the AU should step by step increase its support to the CSC secretariat. Additionally, third-party funds may be sought.

- Weak National Steering Committee should be addressed through identification and selection of key stakeholders representation in the national platforms that is demand driven and inclusive.

- The planned prior assessment of stakeholders to identify competent CLOs and PIPs for the next phase needs to recognize the recommendations of the OCA and the external evaluation. These recommendations should be reflected in the activities and output levels.
Comments from SDC and Swiss Aid

✓ Need to have a stronger M&E system put in place to address key partner challenges like the PANOs closure, ISD challenges and NOGAMU challenges.

✓ Prudent CLOs/PIPs selection needs to be put in place. This also means that for Rwanda the systems of partners first needs to be put in place before bringing them on board.

✓ There needs to be a harmonized common assessment framework in place at all levels to ensure strong M&E strategy. Particularly the systematic collection, documentation and sharing of information and the overall monitoring of progress at farmers’ levels should be strengthened beyond the provision of farmers’ record keeping book. And also, this phase should ensure a strategic result monitoring system to track progress.
Comments from SDC and Swiss Aid


✓ The Market Systems Development (MSD) Strategy does not specify clearly the role of the private sector particularly the role of the financial service providers in value chain development/value addition. There need to be an elaborated plan to study alternative business models and market linkages for the various value chains considered. SDC is happy to link BvAT and other EOA-I stakeholders with our SDC experts from the SDC thematic network employment and income.
Comments from SDC and Swiss Aid

✓ AUC has not adequately supported the mainstreaming of EOA-I at the continental level especially in pushing for political support and mobilizing resources for the initiative.

✓ AUC has had a gap in funding and ownership of the EOA Secretariat and establishment of a functional relationship between NEPAD and the Secretariat. -There should be a clear roadmap to ensure the establishment of a functional continental coordination platforms and this should also be reflected with relevant activities and targets.

✓ AfrONet- In the first phase AfrONet did not meet the expectations in convening the Civil Society actors and providing the platform for national actors to create strong national platforms.

✓ It is not clear in the draft Prodoc how AfroNet will be strengthened to discharge its mandates of founding the continental movement and coordination. More concrete actions with measurable targets needs to be put in place in the second phase.
Comments from SDC and Swiss Aid

✓ **AfrONet**-It is not clear in the draft Prodoc how AfroNet will be strengthened to discharge its mandates of founding the continental movement and coordination. More concrete actions with measurable targets needs to be put in place in the second phase.

✓ No clear mechanism for the EOA partners at National level to improve their engagements and linkages with **CAADP country focal points** and **National NEPAD Secretariats**. This is a crucial linkage in ensuring evidence-based policy engagement and advocacy at national and regional levels. Hence it needs to be clearly articulated.

✓ As per the ProDoc the link to CAADP is vague. The Prodoc should entail a clear way forward how to put EOA-I as part of CAADP.
Comments from SDC and Swiss Aid

- It is unclear how the second phase would promote the cross-country exchange and learning among respective PIPs. Resources and innovative outreach mechanisms should be allocated to create awareness and network with countries that are not currently supported under EOA support.

- What are the new approach and mechanisms to ensure gender equality and addressing other transversal issues in the project? This should be specified.

- EOA needs to move from an initial focus on certified organic production and export markets in phase I, to a broader view encompassing ecological approaches not necessarily leading to certification (e.g. agroecology) as well as domestic and regional value chains and markets.

- Phase II should encompass farmer training, gaining the knowledge, experiment different practices and adjust them.
Comments from SDC and Swiss Aid

✓ Key challenges observed at field level such as the low adoption rate of practices by farmers are not adequately addressed in phase II. Solutions need to be defined with farmers to understand what causes this low adoption and what remedies need to be used.

✓ A strong M&E framework linked to the generation of evidence for advocacy purposes is much needed. For instance we would find advisable to work on minimal standards of a common assessment framework for EOA which would allow to come up with comparable and aggregated results across the nine countries.
Comments from Sub Committee Meeting

✓ Strategy of uptake of EOA-I by national governments and farmers should be considered

✓ The revisions of Pillar 1 and Pillar 2 were welcomed by members stating that projects should be allowed to revise pillars at operational level.

✓ More donors will soon be coming on board to join EOA-I and therefore diversity at operational level should be allowed

✓ Reporting however should be aligned to the Strategic Plan

✓ Partners at national level should also be allowed to focus on Pillars that apply to their country specific issues ad not necessarily implement all pillars.

✓ Given the eminent changes happening at operational level, the Mid term review of the Strategic Plan should be undertaken in 2020 (the SP is for 10 years)
Comments from Sub Committee Meeting

Sustainability- various sustainability aspects were discussed:

✓ How do we sustain the secretariat’s (national, regional and continental) beyond project funding?

✓ How do we sustain the Steering Committees (national, regional and continental) beyond the project funding?

✓ EOA should focus on key strategic areas like policy change, more money to farmers so that sustainability can be enhanced

✓ Strengthening partner institutions is a good sustainability strategy because they will institutionalize EOA-I post donor support

✓ Various EOA actors need to show ownership and uptake of EOA-I by supporting various EOA activities without donor support
Comments from Sub Committee Meeting

Sustainability- various sustainability aspects were discussed:

✓ Uptake of EOA-I at UAC level should be catalyzed through various strategies like development of visibility materials that’s can be exhibited/displayed at AUC compound where various dignitaries and government representatives visit, holding side events at AUC events like STC events and AUC summit were proposed as events that EOA-I can be exhibited

✓ Co-hosting the side events with NEPAD as a strategy to bring on board NEPAD to EOA-I

✓ EOA-I should be mainstreamed as part of food systems and not a niche to the rich

✓ Partners should be capacitated to write good proposals that can be accepted by donors like writing proposals based on Impact and success stories documentation