Mainstreaming Ecological Organic Agriculture (EOA) into Agricultural Systems in Africa for the Period 2019-2023

Phase II

Submitted to the Swiss Agency for Development and Cooperation (SDC)

By

Biovision Africa Trust

On behalf of Partners and the AU-led Continental Steering Committee (CSC)

March 2019
TABLE OF CONTENTS

1. INTRODUCTION ........................................................................................................6
   1.1 Background .........................................................................................................6
   1.2 Need for Ecological based Agriculture .............................................................7

2. THE ECOLOGICAL ORGANIC AGRICULTURE INITIATIVE IN AFRICA .........9
   2.1 Development Goal ..............................................................................................9
   2.1.1 Objectives of the EOA Initiative ....................................................................9
   2.1.2 Impact hypothesis ..........................................................................................9
   2.2 Intervention Strategy .........................................................................................9
   2.3 Key Achievements, Challenges and Lessons Learnt in Phase I .......................10
   2.4 Changes Proposed for Phase II .........................................................................15

3. THEMATIC SCOPE AND IMPLEMENTATION STRATEGIES FOR PHASE II ....20
   3.1 Pillar Implementation Strategy ..........................................................................20
   3.2 Impact Hypothesis and Assumptions ................................................................20
   3.3 Thematic Focus, Implementation Strategies and Methodologies .....................21
   3.4 Other Implementation Strategies ......................................................................25
   3.5 Goal and Objectives .........................................................................................27

4. MANAGEMENT, COORDINATION AND GOVERNANCE OF THE EOA INITIATIVE ....33
   4.1 EOA Structure of Implementation .....................................................................33
   4.2 Administration and Management of the Project .................................................34

5 BENEFICIARIES, DIRECT AND INDIRECT PARTNERS ...........................................46
   5.1 Beneficiaries ......................................................................................................46
   5.2 Direct partners ....................................................................................................46
   5.3 Indirect partners ................................................................................................46

6 MONITORING, EVALUATION, REPORTING, AND LEARNING (MERL) ............47
   6.1 The MERL System and Purpose .......................................................................47
   6.2 Strengthening the MERL System .......................................................................47
   6.3 Tasks and Responsible Persons ........................................................................48
   6.4 Data Collection Tools .......................................................................................48
   6.5 Data Collection Template ................................................................................48
   6.6 The MERL Plan ................................................................................................49
   6.7 Project Evaluation .............................................................................................50
   6.8 Project Reporting ..............................................................................................50

7 OVERALL BUDGET .....................................................................................................57

8 PROJECT & PARTNER RISK ASSESSMENT: SUMMARY OF MAIN RISKS .......58
8.1 Engagement Risks .................................................................................................................. 58
8.2 Partner Risks ......................................................................................................................... 61
8.2 External Risks ......................................................................................................................... 63

9 EXIT STRATEGY AND SUSTAINABILITY ............................................................................. 65
9.1 Financial sustainability .......................................................................................................... 65
9.2 Institutional level .................................................................................................................. 65
9.3 Network level ....................................................................................................................... 66
9.4 Public sector level ................................................................................................................ 66
9.5 Private Sector level .............................................................................................................. 66
9.6 EOA Structures .................................................................................................................. 66

10 ANNEXES ........................................................................................................................... 67
EXECUTIVE SUMMARY

This proposal relates to the first phase of the project supported by the Swiss Agency for Development and Cooperation (SDC) entitled: Mainstreaming Ecological Organic Agriculture (EOA) into National Policies, Strategies and Programmes in Africa. Phase I was implemented from 2014 to April 2019. The EOA Initiative is a continental undertaking implemented under the guidance and oversight of the African Union (AU) chaired Continental Steering Committee. It’s designed to establish an African organic platform, based on available best practices and to develop sustainable organic farming systems. The initiative embraces holistic production systems that sustain the health of soils, ecosystems and people. It relies on ecological processes, biodiversity and cycles adapted to local conditions rather than on use of external inputs with adverse effects on people’s total health (human, animal, plant and environment). The overall goal of the initiative is to contribute to mainstreaming of Ecological Organic Agriculture into national agricultural production systems by 2025 and to improve agricultural productivity, food security, access to markets and sustainable development in Africa.

This second phase, also supported by SDC, and prepared in line with the EOA-Initiative (EOA-I) Action Plan and Strategic Plan has five objectives which are:

1) To improve quality of life for all households in EOA implementing countries by mainstreaming ecological organic agriculture practices and technologies into the national agricultural systems;
2) To avail information and knowledge needed by EOA value chain actors through demand-driven, multi-disciplinary, gender sensitive, participatory research and repositories;
3) To enhance adoption of EOA technologies and practices through systematic dissemination of research and experience-based information, knowledge and training of value chain actors;
4) To substantially increase share of quality organic products at local, national, regional and international markets through value chain development and market strengthening; and
5) 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.

Phase I involved eight (8) African countries namely; Benin, Ethiopia, Kenya, Mali, Nigeria, Senegal, Tanzania and Uganda. It was co-financed by the SDC, the Swedish Society for Nature Conservation (SSNC), and European Union through AU. Implementation was undertaken by Country Lead Organizations (CLOs) and their Pillar Implementing Partners (PIPs) selected by National Platforms under the coordination and management of the executing agencies, Biovision Africa Trust (BvAT) for the SDC support and Participatory Ecological Land Use Management (PELUM) Kenya for the SSNC support.

Phase II, will be implemented in 9 countries; the eight in Phase I and Rwanda being the new entrant. This Phase will be driven by 4 pillars, namely: i) Research and Applied Knowledge; ii) Information and Communication; iii) Value Chain and Market Development; and iv) Management Coordination and Governance. The four pillars comprehensively capture the Initiative’s five-year Action Plan anchored on six interrelated strategies: i) Research Training and Extension; ii) Information and Communication; iii) Value Chain and Market Development; iv) Networking and Partnership; v) Policy and Program Development; and vi) Institutional Capacity Development.

The proposed four pillars are similar to the Phase I Pillars except that Pillars 1 and 2 have been revised to enhance value chain approach as well as inter and intra pillar synergies. Pillar 1 will focus on priority and farmer-led research. Pillar 2 will be on packaging information generated by
Pillar 1 for dissemination to potential users along various value chains including organic farmers, input suppliers, traders, consumers and ultimately to policy makers for policy influencing. Policy makers need to see the value and impact of research to consider paying attention and support.

Pillar 3 remains as it was in Phase I, but in Phase II, it will adopt a more rigorous application of value chain approach driven by market systems development. Projects will be implemented along selected value chains in which all CLOs and PIPs within each country will operate. This will foster synergy and experiential sharing among implementers. This new phase will have more revamped and robust Grant Management as well as Monitoring Evaluation, Reporting and Learning (MERL) systems. The process is underway to develop a Grant Management system that will ensure selection of committed and capable implementing partners as well as a web-based MERL system to ensure collection of uniform data across all countries implementing the same value chains and pursuing similar advocacy strategies. This Phase will also lay more emphasis on capacity building of implementing organizations, strengthening of platforms at all levels and effective resource mobilization strategies to wean out dependency on single source funding. Within this phase, the EOA-I organizational structure has 3 inter-related dimensions namely:

**Management and Coordination:** This will involve engaging the structures that include the African Union Commission, Regional Economic Communities and National Platforms to mainstream EOA into national, regional and continental policies and plans. This structure has an important role in political convening, mobilization, policy making, and accountability to the stakeholders. It is also responsible for overall resource mobilization and fundraising.

**Governance and Coordination:** EOA implementation at the national, regional and continental levels is overseen by the Steering Committees (namely National Steering Committee (NSC), Regional Steering Committee (RSC) and Continental Steering Committee (CSC) respectively). This dimension is responsible for approving workplans and budgets and constantly monitoring the implementation of EOA at their respective levels. This structure is also responsible for resource mobilization and fundraising, particularly at country level.

**Support Functions:** The support functions in the implementation of the EOA projects include monitoring, reporting, learning and evaluations and are provided by the Executing Agencies (EA) and secretariats.

### SUMMARY BUDGET

**Ecological Organic Agriculture Initiative (EOA-I) Phase II- From May 2019 – April 2023**

**Budget Summary (in US Dollars)**

| Pillar / Dimensions of EOA | Distribution of Across Pillars and Years |  |  |  |  |  |  |
|---------------------------|----------------------------------------|--|--|--|--|--|
|                           | % over pillars | May-Dec 2019 | Jan-Dec 2020 | Jan-Dec 2021 | Jan-Dec 2022 | Jan-Apr 2023 | Total |
| Research & Applied Knowledge | 14% | 203'765 | 231'829 | 217'800 | 156'200 | 64'196 | 873'791 |
| Information Communication & Extension | 14% | 199'206 | 229'548 | 213'487 | 156'947 | 78'680 | 877'868 |
| Value Chain & Market Development | 15% | 168'606 | 241'159 | 247'660 | 194'863 | 72'186 | 924'475 |
| Support and Cementing | 43% | 642'627 | 764'751 | 613'759 | 564'337 | 148'848 | 2'734'322 |
| Project Management & Coordination by lead agency | 14% | 144'535 | 216'923 | 233'609 | 243'442 | 66'823 | 905'332 |
| **Total Grand** | 100% | 1'358'740 | 1'684'210 | 1'526'315 | 1'315'789 | 430'734 | 6'315'787 |

*Currency: US Dollar*
1. INTRODUCTION

1.1 Background

Globally, there is unprecedented increase in the use of agricultural inputs, and particularly inorganic fertilizers, pesticides and irrigation systems driven by the increasing population and the pressure to intensify production. Such practices have resulted in negative impacts on soils and biodiversity thereby affecting crop and animal genetic diversity and welfare, human nutrition and increased costs for public health, and communities’ vulnerability to external shocks. These effects are being felt in contexts where natural resources are under increasing pressure as revealed by some studies\(^1\) that the earth is fast approaching boundary limits on various natural phenomena including climate change, ocean acidification and global freshwater use. Moreover, poor support for improved post-harvest management, sustainable value chains, inappropriate technologies, and coordination failure among research and other value chain actors including farmers, dampen prospects for achieving truly sustainable agricultural systems. Africa, and particularly Sub-Saharan Africa, has been under increasing focus to improve agriculture and food systems to make them more resilient and sustainable.

As captured in the Addis Ababa Declaration on Agroecology, Ecological Organic Agriculture and Food Sovereignty conference held in Addis in November 2016, degraded and infertile soils deficient in essential nutrients are increasing, undermining current and future capability of food production in Africa\(^2\). In spite of this emerging reality, major decision-making processes continue to discriminate against small-scale farmers and women. They are often pitied against large-scale holders and foreign investors who receive preferential state support despite strong evidence that the former are more equitable and more efficient in the use of their resources per unit of land (Ekström and Ekbom, 2011)\(^3\). The Addis Ababa Declaration also notes that though farmers’ seed systems are the basis of diverse, healthy food and farmer resilience in the face of climate change, the intellectual property rights legislation continues to weaken these systems, undermining social justice and good governance. Consequently, many people in Africa are likely to continue to be food insecure and experience nutritional challenges ranging from growth stunting to obesity, precursors to chronic diseases and increased health costs.

In the various initiatives and institutional arrangements promoted in Africa, smallholder farmers are sidelined, particularly with regard to basic infrastructures, consideration of their immense traditional and practical knowledge, practices and innovations. Against this background, over reliance on non-renewable external inputs associated with greenhouse gas emissions, and the use of industrial production systems as model for improving agricultural productivity in Africa is not the way to go.

Global frameworks and partnerships such as the Sustainable Development Goals (SDGs) (1, 2, 3, 12, 13, 14, 15 and 17), the African Agenda 2063, International Assessment of Agricultural Science and Technology for Development (IAASTD), Comprehensive African Agriculture Development Programme (CAADP), The United Nations Framework Convention on Climate Change (UNFCC), and the “Report of the Special Rapporteur on the right to food” call for new institutional and organizational arrangements to transform agricultural and food supply systems

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\(^1\) See planetary boundaries research studies from the Stockholm Resilience Centre: [http://www.stockholmareilience.org/21/research/research-programmes/planetary-boundaries.html](http://www.stockholmareilience.org/21/research/research-programmes/planetary-boundaries.html)


towards ensuring food and livelihood security, in a stable environment, fully supported by appropriate and implementable government policies and strategies.

1.2 Need for Ecological based Agriculture

Ecological organic production systems can ensure and sustain local food security and sovereignty, ecosystem services for rural welfare and biodiversity conservation. It is acknowledged that small-scale farmers already produce 70% of the world’s food, and that following agroecological and organic principles and practices African small-scale farmers can produce adequate food to feed the continent sustainably, provided they have secure access to land, water, seeds/breeds and other natural resources.

Evidence by a United Nations (UN) report reveals that smallholder farmers can double food production within 3-10 years, in critical regions when ecological-based improved methods for farming are applied\(^4\). The ecological methods draw on agroecology, the science of applying ecological concepts and principles to the creative management of agricultural processes, such as nutrient cycles based on local self-sufficiency and adapted to local social conditions. Agroecology also draws on the accumulated agricultural knowledge, science and technology of farmers and researchers\(^5\) to benefit from the shared physical and social environment to promote relationships based on the organic principles of health, ecology, fairness and care and ensure quality life for all\(^6\). The Convention on Biological Diversity (CBD) recognizes the importance of traditional knowledge in the conservation and sustainable use of [agricultural] biodiversity. Article 8j of the CBD mandates that countries “respect, preserve and maintain knowledge, innovations and practices of indigenous and local communities embodying traditional lifestyles relevant for the conservation and sustainable use of biological diversity and promote their wider application with the approval and involvement of the holders of such knowledge, innovations and practices”. United Nations Environmental Programme (UNEP) also recognizes the vital role of bio-cultural diversity as the fourth pillar in sustainable development.

Ecological agriculture fosters biodiversity that is resilient to impacts of climate change (Ensor, 2009)\(^7\). It depends on and sustains ecosystem services as well as tapping into and enhancing the knowledge, practices and innovations of local communities leading to more reliable and increased food security and incomes. Biodiverse organic and local food systems contribute both to mitigation of and adaptation to climate change. Small, biodiverse, organic farms especially in Third World countries are totally fossil fuel free. Energy for farming operations comes from animal energy. Soil fertility is built by feeding soil organisms by recycling organic matter. This reduces greenhouse gas emissions. Biodiverse systems are also more resilient to draughts and floods because they have higher water holding capacity and hence contribute to adaptation to climate change. A new study indicates that soils on organic farms store away “appreciably” larger amounts of carbons, and for longer periods, than typical agricultural soils\(^8\). The challenge confronting nations then, is to speed up, scale out, and share relevant knowledge, practices,

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\(^4\) Eco-Farming can double food production in 10 years, says UN report. News Release when Olivier de Shutter, UN Special Rapporteur on the right to food, presented his report “Agro-ecology and the Right to Food” http://www2.ohchr.org/english/issues/food/annual.htm in Geneva on 8 March 2011.


\(^7\) Ensor, J. (2009). Biodiverse agriculture for a changing climate. Practical Action, UK.

technologies and experiences and appropriate policies and strategies to put into practice ecological organic agriculture by educators and farmers.

The aforementioned issues have prompted African governments to call for initiatives that will better equip professionals with relevant and functional knowledge, skills and desirable work ethics to steer the development of sustainable, resilient, and productive farming systems. The EOA-I in Africa, one such initiative, is a response to the African Union (AU) Council’s Decision on Organic Farming passed during the Eighteenth Ordinary Session, 24-28 January 2011, EX.CL/Dec.621 (XVIII). The initiative entails 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). Agroecology, its foundation for realizing sustainable agriculture, embraces the entire food system, encompassing ecological, economic and social dimensions. It promotes agricultural practices that are adapted to local environments and stimulate beneficial biological interactions between different plants and species to build long-term fertility and soil health.

The EOA Initiative is aligned with various strategic documents that focus on increasing agricultural production and ensuring sustainable environmental resource management (SDGs, IAASTD, CAADP, UNFCC, CBD, etc.). It is designed to promote the conservation of biodiversity and ensure the sustainable use and equitable sharing of genetic resources. The EOA Initiative is also in tandem with SDC’s Global Programme Food Security (GPFS) aimed to positively shape the transformation of the global food system by: increasing the production and productivity of smallholders in a sustainable manner; reducing food losses; increasing stability and access to food; improving nutrition through a diverse diet; and improving the food security and nutrition of low income food deficit populations, particularly women and vulnerable groups. The initiative embraces these transformations and all four dimensions of food security and nutrition (availability, stability, access and utilisation of food) offering the sustainable agriculture and food system GPFS strives to support in Africa and globally.
2. THE ECOLOGICAL ORGANIC AGRICULTURE INITIATIVE IN AFRICA

2.1 Development Goal

The EOA-I aims to transform and create sustainable food systems through promoting ecologically sound strategies and practices among diverse stakeholders in production, processing, marketing and policy making, to safeguard the environment, improve livelihoods, alleviate poverty and guarantee food security.

The overall goal of the initiative is to mainstream EOA into national agricultural production systems by 2025 in order to improve agricultural productivity, food security, access to markets and sustainable development in Africa.

2.1.1 Objectives of the EOA Initiative

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 and regional markets; and
4. Strengthen inclusive stakeholder engagement in organic commodities value chain development by developing national, regional and continental multi-stakeholder platforms to advocate for changes in public policy, plans and practices.

2.1.2 Impact hypothesis

Through the application of EOA approaches and practices along the entire commodity value chains and its mainstreaming in development systems through National Platforms, food security, incomes and nutrition of smallholder households as well as the environmental sustainability of agricultural production are improved.

2.2 Intervention Strategy

The intervention strategy of the EOA Initiative is based on the assumption that mainstreaming of EOA in policies and practices requires a multi-stakeholder managed endeavor. Such an endeavor is best promoted through national platforms that are informed by scientific evidence and local experiential knowledge. This should be supported by capacity development of the various stakeholder groups, broad information and communication efforts, and key strategic actions that are linked to regional and continental policy making bodies.

Mainstreaming EOA includes catalyzing changes in various spheres: public policies and investment plans; technical standards and certification procedures; research agenda and training curricula; advisory and information practices; as well as the organization of markets and value chains. This further requires consultation and agreement on coordinated actions among the relevant public, private and civil society actors.

Guided by the AU Council’s Decision on Organic Farming, changes in policies and practices are to be realized first and foremost at country level. To this end, National Platforms are expected to convene, facilitate, advise and monitor progress of EOA mainstreaming. The National Platforms are open fora supported by the Ministry of Agriculture and include all stakeholders interested in supporting the development of EOA. They shape the national EOA agenda, oversee the implementation of EOA activities, follow up on the integration of EOA in public policies and plans.
and create links and partnerships among stakeholders. They promote and coordinate specific strategic actions such as creating awareness, building a critical mass and voice on EOA and facilitating sharing of experiences and lessons learnt.

Country Lead Organizations (CLOs) are selected by the National Platforms and work closely with Centres’ of Excellence (EOA technical Pillars and their partners at country level) that provide technical expertise, in the three fields of a) Research and Applied Knowledge; b) Information, Communication and Extension; and c) Value Chain and Market Development.

At the regional level, the clusters of EOA-I in West Africa and Eastern Africa, strive to provide opportunities for sharing country experiences and integrating EOA into regional policies and plans. They link up with other regional bodies such as the Regional Farmers’ Organisations (ROPPA), East Africa Farmers Federation (EAFF)), regional research organizations including West and Central African Council for Agricultural Research and Development (CORAF/WECARD), and Association for Strengthening Agricultural Research in East and Central Africa (ASARECA)) among others.

At the continental level, oversight is provided by the Continental Steering Committee, chaired by representative of the African Union Commission (AUC). It includes representatives of the Regional Economic Communities (RECs), AfrONet, the private and civil society sectors, farmers’ organizations and research networks, organic certification bodies and development partners. It is expected to guide and oversee the Initiative and, thus, provide for EOA mainstreaming into the NEPAD/CAADP framework.

Biovision Africa Trust (BvAT), as the Lead Agency of the Initiative, manages the SDC grant on behalf of and is accountable to the Continental Steering Committee. BvAT facilitates the establishment of National Platforms and the selection of CLOs and is responsible for the management, accountability and general oversight of all partner activities. BvAT has a project management unit with both professional and administrative staff.

In the just concluded first phase, granting was done at 3 levels: a) between SDC (Donor) and BvAT (Executing Agency) for the main grant; b) between BvAT and CLOs, AfrONet, Eastern Africa EOA Secretariat and West Africa EOA Secretariat and; c) between CLOs and PIPs.

2.3 Key Achievements, Challenges and Lessons Learnt in Phase I

2.3.1 Key Achievements

Phase I of EOA-I made satisfactory progress towards achievement of results. The external evaluation report completed in December 2018 and the end of phase I report, have captured the detailed results. However, some highlights of the key results are:

1) **Mainstreaming EOA into national policies, programmes and plans:** There was notable achievement in addressing the overall goal of the EOA initiative in mainstreaming EOA into national policies, programmes and plans by 2025. Some countries in particular Kenya, Nigeria, Uganda and Ethiopia have made substantive strides towards drawing EOA to the attention of policy makers through supporting the formulation of policy drafts which are at various level of approvals.

2) **Mainstreaming of EOA in formal learning institutions at the University:** Motivating milestones have been made in the mainstreaming of EOA in formal learning institutions at the University level in various countries - Ethiopia (Mekelle University), Uganda
(Uganda Martyrs University), Tanzania (Sokoine University) and in Senegal (Cheikh Anta Diop University) through the introduction of EOA/Organic/Agroecology curricula.

3) **Establishment of research and success stories databases:** Databases of the initiative have been established by partners making research findings and EOA knowledge easily accessible and available. The success stories will be uploaded on the EOA website ([http://eoai-africa.org/research/](http://eoai-africa.org/research/)). Further, partners have produced Information Education and Communication (IEC) materials documenting EOA and disseminated it widely.

4) **Uptake of EOA practices:** Phase I marked improved uptake by Country Agriculture Sector Development Programmes and inclusion of the various sustainable land management practices covering conservation and soil fertility improvement into their strategies. The phase one also led to an improvement in knowledge and application of EOA practices and technologies, as well as positive attitude towards EOA. The changes have been noted between 2013 and 2017 as revealed by the external evaluation report.

5) **Improved organic certification and standards:** Six out of the eight participating countries (75%, excluding Mali and Senegal), have implemented organic certification standards, processes and procedures, and in all cases, there were producers who had been certified either in groups or as individuals.

6) **EOA-I governance and coordination platforms:** The various EOA structures for governance and implementation have been set up. These include the AU-Chaired CSC, AfrONet, RSC (East, West and South Africa) NSC and implementing organizations [Executing Agencies, the CLOs and PIPs]. However, the CSC has not been as functional as expected and this role and membership is being reviewed. The same applies for the National Platforms that haven’t yet played the strong convening role as expected.

7) **Multi-Stakeholder engagement:** The EOA initiative reached out and engaged with various stakeholders where at least 21,000 farmers were linked to markets; at least 100,000 trained on ecological organic practices and at least 1,700 linked to trade fairs and exchange visits, at least 500 policy makers reached through awareness creation, at least 2,100 students reached through EOA curricula, as well as extension officers, marketers among others. They were reached using various methods – including training, exchange forums, electronic and print media, social media, and curriculum.

8) **Application and uptake of EOA practices:** Improvement in knowledge and application of EOA practices and technologies, as well as positive attitude towards EOA, has been realized in the 8 implementing countries. Changes have been noted between 2013 and 2017 as revealed by the external evaluation report.

9) **Changes in desired outcomes – production, income, food security and farmers’ welfare:** The ultimate goal of EOA initiative is to increase production, income, food security and ultimately organic producers’ welfare. It was established that there has been improvement along all the four impact areas in Phase 1. Based on double difference model, production was reported to have increased by 83%, and percentage unit productivity per area increased by on average 37%. In the area of income generation, through organic farming, about 58% of the organic producers reported to have registered more than 10% increase in their incomes while 73% reported that their quality of life had improved.
2.3.2 Challenges Experienced during Phase I

a) Weak organizational procedures and frameworks by partners
In spite of BvAT having supported the partners by providing project implementation and financial management training, and one-on-one support during monitoring visits, several partners still experience weaknesses in project and financial management, monitoring and evaluation (M&E) and reporting. These weaknesses led to incidences of delayed reporting and fund disbursement as well as low burn rates with 11% of the partners being relatively weak in project implementation. Consequently, there was variation on how results and impact were monitored and measured. Phase II will give priority to supporting and requesting partners to be proactive by having relevant functional frameworks thereby ensuring and measuring accountability and impact of the supported projects.

b) Weaknesses in Governing structures (National Platforms and Steering Committees)
The National Platforms and Steering Committee (NSCs) have not satisfactorily played the expected role of driving the EOA agenda at country level. This has been attributed partly to lack of clear mandate, clout and financial resources. The Organizational Capacity Assessment (OCA) and external evaluation have recommended ways to address this setback and strengthen the EOA structures in Phase II. Efforts by the CLOs and PIPs will be required in Phase II to strengthen the operations of the national structures. Greater attention will be paid to addressing the weaknesses and strategies sought to strengthen capacity building.

c) Limited partner human resources support
In 2014, the SDC’s support was presented as a contribution to ongoing EOA activities and did not include earmarked resources to support partner human resources. Subsequently conflicts of interest were experienced particularly with partners managing institutional projects, whose conditions did not allow them to dedicate staff time to other projects. This posed an implementation challenge to EOA activities in the respective countries. To alleviate this challenge and following the intervention by the CSC, allocation of overhead costs was requested and approved in the 2nd year of implementation (2015) to contribute to partner staff time at no extra cost to the project. Moving forward in Phase II, all partners will be sensitized on the need to demonstrate genuine appreciation of SDC’s support, and thus dedicate their efforts to diverse fundraising strategies to bring on board extra resources to drive the EOA agenda forward.

d) Lack of capacity of some partners to undertake organizational annual audits
Some partners did not undertake organizational audits during Phase I of project implementation. Partners in Benin (one of them), Senegal (2), Nigeria (1) and Ethiopia (1) were key among those who did not undertake organizational audits during Phase I of project implementation. This omission compromised their ability to assess their financial and management credibility and discharge their fiduciary duty. This failure for instance led to the collapse of partners in Ethiopia (PANOS) implementing Pillar 2 and in the CLO in Uganda, the National Organic Agricultural Movement of Uganda (NOGAMU). For accountability and appropriate use of the resources that may be assigned to any partner organization in Phase II, due diligence will be exercised on funds disbursed and mitigation measures implemented upon detection of any partner incapacities. For financial accounting, it is proposed to have country level audits that will be consolidated at executing agency level for assessment and quality control.
e) Limited inter and intra pillar synergies
Isolation between implementing partners was experienced which caused lack of communication, information sharing, and collaboration leading to inhibited efficiency and productivity, reduced morale, and constricted positive EOA activity implementation. This led to partners spreading too thin (geographically and in value chains) and in some instances duplicating activities. Phase II will embrace systems thinking, creating communities of practice, and mentorships and cross-training approaches to enhance cross-pillar learning, effective and efficient pillar objectives implementation, and creating cross shared procedures for experience, ideas and results sharing.

f) Limited certification capacity
Although, organic agriculture leads to improvements in social capital, including more and stronger social organizations at the local level and to new rules and norms for managing collective natural resources and better connectedness to external policy institutions, organic certification is very expensive for smallholders. It is tedious with a lot of paperwork and farmer training requires financial support. The main problems faced by the small organic producers are threefold, namely: financing the shift to organic production; adoption of organic methods of production; and marketing of organic products. In Phase I, lack of certification, led to poor visibility of organic produce and low market share resulting from limited certification capacity for converted ecological agricultural systems. In Phase II, this challenge will be addressed through enhanced promotion of Participatory Guarantee System (PGS) model to farmer groups. This model reduces certification costs. The assimilation of this system into farmers’ groups and cooperatives and less formal community cooperation will lower the costs of working, increase knowledge transfer amongst farmers, reduce the costs of organic certification and contribute to greater food security.

2.3.3 Lessons Learnt
The experience of the project implementation with support from SDC has provided valuable lessons:

I. Continental Steering Committee performance and support from NEPAD
Whereas the role of the CSC is recognized, its performance has been somewhat unsatisfactory. For instance, the CSC did not engage with NEPAD, thus denying NEPAD an opportunity to be part of the efforts to drive the agenda of EOA. Engagement with NEPAD was envisaged in the decision ratified by African heads of states in 2011. It has been reported in the past, that collaboration with NEPAD was unsuccessful due to its limited capacity and in particular its lean secretariat that does not allow it to take on extra demanding responsibilities. Further, the CSC did not proactively take up activities involved in securing new and additional resources for the EOA initiative. Finally, no concerted efforts were undertaken to ensure that the EOA Initiative grew beyond the two regions of Africa (Eastern and Western Africa). This being a continental initiative, more African countries need to be brought on board and with a diversified portfolio of funding. In Phase II, a strategy of bringing on board NEPAD and raising the EOA-I profile shall be sought with new partners such as the African Technology Policy Studies Network (ATPS) who have experience of working with Pan African institutions.

II. Need for a responsible and coordinated fundraising and sustainability strategy
Institutional, financial and programmatic sustainability are critical to any organization as they allow for improvement and scale-up of products and services. The strategic plan is the anchor, in which programs, structure and systems, as well as financials are reviewed, and new business opportunities are identified. These new directions or new business opportunities are then pursued using a distinct resource mobilization strategy, such as writing proposals, submitting grant
applications, or drafting business cases or business plans. In Phase I, this gap was evident as no specific entity was mandated to work on fundraising strategies and modalities. All of the mentioned instruments should have been designed to showcase EOA-I’s programs, institutional structure, and financial health. Resource mobilization as per the 10-year EOA Strategic Plan, currently placed at 40%, shows that there is need for a credible fundraising strategy that draws on various sources of revenue, allowing it to support EOA-I’s ongoing efforts and to undertake new initiatives. Given that SDC may be providing the last support to EOA-I, proactive approaches will be embraced to bring on board other funding portfolios. BvAT, in collaboration with the secretariats from National to Continental level will develop a strategy for expanding the scope of support to EOA. For instance, the opportunity with the upcoming project on Knowledge Centers for Organic Agriculture financed by the Federal Ministry of Economic Cooperation and Development through the Deutsche Gesellschaft für Internationale Zusammenarbeit (BMZ/GIZ) will be harnessed for additional contribution and support to the EOA-I. A plan will be developed and will involve the formation of fundraising committees of key experts within the EOA network and efforts will be aligned with EOA-I’s mission, objectives and strategic plan.

III. Need for a funding model that incentivize partner performance.

A good fundraising model is one that is constantly reinventing to keep its mission alive and vibrant. Fundraising provides new experiences and opportunities to stretch. The Phase I model was not passionate enough to incentivize the performance of partners and create sustainable impact. The assumptions made in the selection of partners in the first phase, were that the main organizations driving the organic and ecological agriculture sector, had the interest, willingness, capabilities and structures to make the EOA initiative a vibrant success. The substandard performance invalidated the assumption and revealed weaknesses in project implementation, compliance and internal controls. In Phase II, there is need to have a more rigorous selection process to ensure partners chosen are institutionally strong, programmatically functional (can carry out their mandates with passion) and generate value for money. The identified partners should be committed to the cause of EOA-I and eager to cooperate in all aspects of EOA-I implementation. The selection process should aim at having strong partners while providing growth opportunities for weak but devoted partners.

IV. Need for a harmonized common assessment framework

Differences in the periods of pilots and level of details captured in baseline information across the pillars and countries participating in the EOA Initiative, have called for the need to have a common assessment framework. The EOA initiatives in Eastern Africa started off with feasibility projects, whereas those in West Africa apart from Nigeria had proper baseline studies conducted. The studies focused on the institutions driving the EOA sector and the major commodities produced but less on other parameters such as yields, proportion of land committed to EOA, the volume of organic products at different market levels and market trends. To take advantage of reviews in project design, implementation approaches, effectiveness and efficiency of projects, it is fundamental to have a harmonized common assessment framework, which allows aggregation and comparison of results. This approach will be explored in Phase II given that implementation of EOA across the different EOA-I countries generates evidence against achievements and best practices, which in turn inform communication and advocacy strategies.

V. Integrated use of dissemination pathways optimizes adoption

The Phase I external evaluation (2018) revealed that majority of the farmers who were already aware of organic practices before the EOA-I began, started applying the practices only after they
started receiving training under the initiative. This implied that they may have been aware of the practices but had limited understanding and experience about them to allow application. This may suggest that awareness and top-down formal trainings alone, do not automatically lead to adoption, and must be reinforced with arrangements allowing farmer-led research, where they are involved in the experimentation, information/data collection and analysis. Experience shows that, farmers being risk-averse, believe more in results or successes that they can observe or relate with in other farmers’ plots. Practices need to be adjusted to the local context (for instance local existing organic material). Similarly, attitudinal change alone may not translate into adoption if people are not empowered because some technologies may either be too expensive or simply unavailable in sufficient quantities at the right place. A closer working relationship between pillar one and two is very necessary in terms of design experiments, getting farmer involvement and utilization of dissemination pathways and will be explored in Phase II.

2.4 Changes Proposed for Phase II

Changes proposed in this Phase II proposal stem largely from the partners’ Organizational Capacity Assessment (OCA); the external evaluation conducted in 2017 and 2018; the regional workshops for Eastern Africa and West Africa partners; and intensive consultations among stakeholders including the CSC and the donor (SDC). The OCA, assessed the partners’ organizational capabilities to plan, implement and monitor programmes within expected contractual obligations and respond to expectations of the EOA-I. The External Evaluation on the other hand, assessed the achievements and impacts of the initiative resulting from interventions by the partners (CLOs and PIPs) and institutional structures (Continental Steering Committee, AfrONet, Regional Steering Committees (RSCs), National Steering Committees, and Executing Agencies.

Focus will be given to the following aspects:

2.4.1 Market system development (MSD)

In this approach, supporting development of local markets, for organic producers, to support the small-scale farmers to realize impact and produce sustainable results, will be key. Recognizing that markets are complex systems and there simply can't be a one-size-fits-all business model approach, partners will be encouraged to identify the bottlenecks in their Country settings, and facilitate the context dependent solution with creativity and pragmatism. Approaches which embrace business development support infrastructure including affordable certification systems; value chain analysis; and making markets work for the poor (M4P); are key to achieving greater market integration, sustainable benefits to farmers and value chain actors, and system resilience.

The interventions through Pillar 3, on Value Chain and Market Development, will focus on integrating business development support infrastructure, market intelligence and strengthening as well as consumption promotion to increase uptake and volumes of market share of tradable organic products.

2.4.2 Grant Management System

In the Phase I, the Grant Management System faced challenges due to unsuitable partner selection and grant administration approaches. In Phase II, this has been reviewed and a Grant Management System that will lead to working with EOA partners, who aspire to implement activities efficiently and efficiently, generating impact and sustainable results and bringing on board more support to EOA has been designed.
A terms of reference (ToRs) for recruiting an expert to develop, in a participatory way, a robust competitive- and performance-based grant management system has been prepared and shared with partners and networks for adoption (Annex 3). This is expected to be in place by the time Phase II begins in May 2019. The new system is expected to eliminate the bottlenecks faced in Phase I, including partner-pillar mismatch, lack of partner commitment terming EOA funds as ‘free funds’ and timely submission of reports and disbursement of funds. The exercise will commence in the first quarter of 2019 within the No Cost Extension (NCE) period and the draft report will be validated and approved by the CSC in a meeting to be held in May 2019.

2.4.3 Robust Monitoring, Evaluation, Reporting and Learning

The 1st Phase ProDoc had an elaborate monitoring and evaluation (M&E) framework, but it wasn’t adhered to consistently by the partners. Considering the issues raised in the OCA and external evaluation reports, this phase of EOA will be guided by a common framework and tools that will allow for effective monitoring and collection of data. The ToRs for recruiting an expert to develop an appropriate and robust M&E framework with harmonized data collection and reporting tools to track and inform progress and impact in Phase II is already in place. The ToRs have been shared with partners and networks (Annex 4).

A recurrent challenge cited by stakeholders at the time of the external evaluation and during the Eastern and West Africa Planning and validation workshops, was inadequate resources for monitoring and evaluation as well as limited technical capacity on M&E. In Phase II, the project will jointly work with partners and encourage them to look for innovative ways of addressing this gaps including institutional resource mobilization; technical coaching and backstopping; and joint analysis of experiments for learning.

2.4.4 Harmonization and Synergies across Pillars (Building Network of Teams)

The need and value for synergies across the EOA-I four pillars cannot be overemphasized. It is proposed that the flagship projects under each of the pillars should be in align and complement each other. This phase will adopt a strategy of ‘network of teams’, which will make it possible for not only country projects to be aligned, but also to have partners linked in real time with other pillars in other countries. Revisions to Pillar 1 (now Research and Applied Knowledge) and Pillar 2 (named Information Communication and Extension) would allow Pillar 1 to focus on knowledge generation and transformation into available forms for dissemination, and Pillar 2 to focus on dissemination of the information across value chains and strengthen the capacity of actors to work across the value chains.

2.4.5 Capacity Building for Efficient Partner Project Management

This follow-up phase will continue to focus on 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 gaps that shall be identified during Phase I implementation. A framework towards achieving strengthened capacity of partners is under development, and it is anticipated that it will be ready and approved before Phase II begins in May 2019.

2.4.6 Strengthening EOA-I Platforms at all Levels

Assessment of various levels of EOA-I platforms has shown that their collective impact on various issues of EOA mainstreaming have not been entirely satisfactory in the first phase. In this follow-up phase, the project will draw lessons from other experiences, for example, the International Land Coalition’s (ILC) National Engagement Strategies to derive a checklist of issues,
benchmarks and indicators to be used by partners and institutional structures to ensure that all forms of collaboration advance mainstreaming of EOA in policies and programmes.

Platforms at national level, in particular, are expected to provide opportunities for synergy and experience sharing; adoption of lessons learnt 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.

2.4.7 Tracking and Linking with other EOA Related Initiatives

In this phase, establishing an EOA-I framework structure around which related initiatives can be aligned will be key to development of the EOA agenda. The CSC has embarked on tracking other EOA related projects in Africa outside SDC and the Swedish Society for Nature Conservation (SSNC) funding through a survey tool developed with the help of International Federation of Organic Agriculture Movements - Organics International (IFOAM-OI). Besides mapping, other strategies that will be utilized include EOA branding, clarifying key principles and practices of EOA, knowledge sharing networks, launching a coalition of international partners in support of EOA, and knowledge sharing targeting various groups (government officials and policy makers, members of academia, non-governmental organizations and non-profits, international organizations, media and other information providers, business community, as well as individual users). This is aimed at building collaboration for collective approach for joint policy lobbying, advocacy, awareness creation and resource mobilization.

2.4.8 Resource Mobilization Strategy

To enhance resource mobilization and bring more development partners on board, the secretariats at national, regional and continental levels will establish fundraising committees of key experts who can support fundraising efforts for the Initiative. Currently, fundraising is being done in isolation especially at the lead agencies and secretariats levels with the rest of the partners not taking part consistently in the efforts. The established committees will develop their terms of reference as well as an EOA fundraising strategy, based on deliberations and views already gathered in various EOA partner workshops and steering committee meetings, and design befitting approaches to raise funds.

2.4.9 Creating evidence-based advocacy

The design of Phase I did not have an advocacy component. Given the value of appropriate advocacy, this will be considered as a key component in Phase II. Activities to boost advocacy, that would not fit within the SDC Phase II funding will be supported by other funding schemes. The SSNC, for instance, supports a specific advocacy component to leverage this effort in Eastern Africa. West Africa partners would be encouraged to seek funding from other sources.

2.4.10 Geographical Coverage

Whereas Phase I covered randomly 8 countries, this follow-up Phase has been expanded and will additionally have Rwanda on board. Rwanda provides one of the best examples to learn from

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9 In the Decision on Organic Farming (Doc. EX.CL/631 (XVIII), the Executive Council REQUESTS the Commission and its New Partnership for Africa’s Development (NEPAD) Planning and Coordinating Agency (NPCA) to initiate and provide guidance for an African Union (AU)-led coalition of international partners on the establishment of an African organic farming platform based on available best practices.
in the continent, in its commitment to Agricultural Transformation in Africa and being the best performing country in implementing the 7 commitments of the June 2014 Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods.

Based on a due diligence assessment carried out on Rwanda Organic Movement (ROAM), the National Organic Agriculture Movement (NOAM) of Rwanda, and visitation to potential partners prior to bringing Rwanda on board; BvAT proposes to support Rwanda using a partial approach. A key activity planned would be to undertake a baseline study which besides giving the baseline parameters for Phase 2 will give an overall picture of the organic sector in Rwanda, especially on the diversity of the sector, the level of production, key players in the sector and policy and legislation status on organic agriculture (Annex 2).

The due diligence assessment came up with findings and recommendations on various organizational capacity gaps for ROAM to address, the likely organization to be the interim CLO. The recommendations include the delineation of roles between governance and management structures. Currently, the two structures have not been separated well and their roles are not clear. It also lacks key policies and operational procedure manuals and currently only has the board as well as finance and administration manual while lacking other key manuals. These are key issues, among others, that ROAM needs to address in 2019 with support from BvAT through Project Pillar 4. This shall pave way for full inclusion of Rwanda into the EOA-I SDC funded project beginning 2020, subject to fulfilment of all identified key requirements. Rwanda will provide an opportunity to pilot the new frameworks and tools that will be developed in 2019 regarding grant management system and monitoring and evaluation.

The EOA Initiative, will step up efforts to track other initiatives on the continent to strengthen the EOA brand and coalition of national and international partners to promote EOA across the African continent. For example, the project coordinated by Economic Community of West Africa (ECOWAS) with an € 8 million grant for the development of Ecological Organic Agriculture in five francophone member states namely: Mali, Senegal, Ivory Coast, Togo and Burkina Faso. In addition, the directive to the fifteen-member states in the sub-region to factor in organic agriculture into their future plans, partner with relevant bodies in the continent and invest in agriculture budgets of their states is most encouraging. Further, the upcoming BMZ/GIZ supported African Knowledge Hubs (Eastern, Western, Southern and North Africa) will build on work and networks of EOA by bringing in more than 20 countries on board.
Figure 1: Map of EOA Coverage
3. THEMATIC SCOPE AND IMPLEMENTATION STRATEGIES FOR PHASE II

3.1 Pillar Implementation Strategy

In Phase II of SDC contribution, the initiative will be driven by the following 4 Pillars of (i) Research and applied knowledge, (ii) Information communication and extension, (iii) Value chain and market development, and (iv) Management, coordination and governance. The pillars have been revised to bring the focus of Value Chain Approach, Inter and Intra pillar synergies into a closer perspective.

In general, the EOA-I is anchored on 6 interrelated strategies of (i) Research, training and extension, (ii) Information and communication, (iii) Value chain and market development, (iv) Networking and partnership, (v) Policy and programme development, and (vi) Institutional capacity development according to its 10-year Strategic Plan. In Phase I of the SDC funded project, pillar 1 to 3 were retained while Pillars 4 to 6 [Networking and Partnership (Pillar 4), Policy and Program Development (Pillar 5) and Institutional Strengthening (Pillar 6)]; were combined together to form the Management, coordination and governance for enhanced coordination, advocacy, networking and institutional capacity building referred to as Pillar 4.

3.2 Impact Hypothesis and Assumptions

3.2.1 Impact Hypothesis

Application of EOA approaches, technologies and practices along the entire commodity value chains and their mainstreaming into public policy, plans and programs is expected to improve incomes of smallholder farmers, food and nutrition security and environmental sustainability of agricultural production systems. The impact hypothesis of EOA-I is based on four components:

i. If newly generated and/or existing information and knowledge drawn from science and practice (including farmers’ rich knowledge) is assembled, validated and made available in appropriate repositories, it can be available for dissemination and extension;

ii. If well accessible knowledge is relevant, user-friendly and attractive to motivated value chain actors including smallholder farmers, its application along the complete value chain in environmentally resilient farming systems can improve food security, nutrition, and incomes;

iii. If value chain actors are sensitized and capacitated with good business development support infrastructure (including market intelligence, PGS and inputs) to develop markets for sustainably produced food, incomes of smallholder farmers will increase; and

iv. If systematic coordination, networking, advocacy and capacity building are undertaken among institutions promoting organic agriculture, EOA practices will be mainstreamed in public policy, plans and programmes and become part of public and private sector investments.

The assumptions underlying the development hypothesis include: that an accelerated sustained uptake of EOA farming practices and technologies by farmers will be realised; that evidence based EOA related data can make a case for organic farming especially that EOA can feed the world, improve organic market linkages, contribute to political stability across African nations, lead to acceptance of EOA by the national governments at the highest technical and policy decision making levels, ensure commitment by the National Organic Agricultural Movements to steer development in the sector and increase donor support base fostered by the African Union Commission (AUC).
3.3 Thematic Focus, Implementation Strategies and Methodologies

3.3.1 SDC Project Pillar 1: Research and Applied Knowledge (R & AK)

This pillar will focus on priority and farmer-led research, the outputs of which will be disseminated by Pillar 2 to potential users, namely all the actors in the value chains including organic farmers, input suppliers, traders, consumers and ultimately to policy makers for influencing policy. Policy makers need to see the value and impact of research to consider paying attention and support.

Pillar 1 activities will include identifying information and knowledge gaps in consultations with the farmers; demand-driven information generation, innovative, participatory, gender sensitive, interdisciplinary, and multicultural research processes; collating available information and knowledge on practices and technologies; validating the same and; packaging it into accessible repositories for dissemination and use by the various target groups along the EOA value chains.

A systems-wide, farmer-led approach will be used to examine and respond to needs and issues facing smallholder farmers, business development support service providers, processors, traders, distributors and consumers with a special focus on women, youth and other marginalized households facing a higher threat of food insecurity. Research activities will be practical and undertaken on farmer owned demonstration farms with active participation of the farmers.

The information and knowledge on practices and technologies availed under this pillar will be validated using various methods including but not limited to field experiments, demonstrations, workshops, and expert opinions. The results from this pillar will be used in SDC Project Pillar 2 to implement relevant extension activities that offer knowledge and skills to the EOA value chain actors and bringing to scale the application of information, knowledge, practices and technologies.

The thematic content areas to be covered will include: Agriculture, climate change, biodiversity, sustainable land management and resilience of farming systems; Food and nutrition security with emphasis on productivity, profitability, sustainability and the link of unsafe food consumption to health issues e.g. Non-Communicable Diseases (NCDs), microbial levels and post-harvest management; Market development, commercialization of organic farming and expansion of trade in organic products including issues of certification and standards; Application of innovative technologies in agriculture including information communication and technology (ICT) and organic farming technologies such as improved organic seed systems, compost manure, bio-pesticides and small-scale mechanized farm implements; and Evidence-based advocacy backed by a strong monitoring, evaluation, reporting, and learning (MERL) system that aggregates common information on benefits/impacts of EOA across all the EOA countries.

The pillar will deepen collaboration with other similar initiatives by research institutions locally (National Agricultural Research Systems) and internationally such as ICIRPE, FiBL, and CGIAR centers (CIAT). These institutions have been strategically brought on board to EOA-I as consortium of partners through the Organic Knowledge Hub project funded by BMZ/GIZ that complement the EOA-I SDC project by aligning its thematic areas with the EOA-I pillars 1, 2 and 3. The centers identify and test packages of relevant information and good practices that can be put into use by a wider section of the population interested in EOA practices.

3.3.2 SDC Project Pillar 2: Information Communication and Extension (IC&E)

This pillar will support dissemination of information and knowledge to various target groups. It will link with SDC Project Pillars 1, 3 and 4 by ensuring that information and knowledge generated by Pillar 1 is further repackaged and disseminated through effective and specific user targeted
formats to reach the various target groups along the value chains. The pillar will leverage on information and communication strategies developed during the first Phase in which partners commissioned studies across the 8 partner implementing countries to identify information and communication gaps of EOA practices and technologies across various stakeholders. Some of the key strategies developed and implemented were: Increase awareness and knowledge of EOA-I and its development among the key stakeholders (farmers, NGOs, government and the Media); Scale up EOA-I networking and dialogue engagements with the farming communities, national and county governments, CSOs, media and private sector in the counties; Enhance visibility and brand positioning of EOA-I in the counties; Communicate and expose target audience to brand values of EOA among others.

In Phase I, key recommended areas of entry included: use of government extension officers whose source of information was trusted by farmers; packaging information into local farmer languages; use of radio programs; farmer-to-farmer communication; and farmer success stories video documentaries. In this Phase, the pillar will assess what has worked and not worked so as to identify other most effective and appropriate pathways and strategies for reaching the target groups. Training materials for the value chain actors and curricula for integrating EOA into national formal and informal education programs will be developed. Extension outreach will emphasize experiential learning based on various approaches like the “farmer field schools” (FFS) approach as opposed to the formal classroom type of training, farmer-to-farmer learning, friend-to-farmer, champions approaches among others. Value chain actors will be trained using the Training of Trainers of Facilitators (ToToF) approach, Business Development Services (BDS) providers and other strategies that will be identified jointly with the various actors. Consequently, access and uptake of the information and knowledge will be enhanced along the commodity value chains, with translation into application.

The EOA-I will adopt the "Integrated Knowledge Management strategy" to ensure that value chain actors are reached with the right kind of information on organic technologies and practices, packaged in user-friendly formats and disseminated through relevant tools in a sustained manner. The strategy will consider important thematic contents including nutrition and food safety, organic technologies and practices, climate change, water management, resilience and sustainability of organic farming systems, inputs and product market development and technology transfer and learning. Various dissemination tools will be used including knowledge databases / platforms / websites, publications, Information Education and Communication (IEC) materials, videos, ICT applications and social media (Facebook, Twitter, Flickr, and YouTube), including success stories and goodwill ambassadors. This will require additional capacities to make the tools valuable.

3.3.3 SDC Project Pillar 3: Value Chain and Market Development (VCMD)

This pillar presents the greatest opportunity for making a difference in the outcomes of the EOA- Initiative. In this Phase, the focus will be on value chain approach, a departure from the fragmented implementation approach used in Phase I, where focus was on unrelated value chains scattered in various regions within each country. The value chain approach will enable pillar partners to optimize achievement by focusing on selected commodity value chains in common regions with greater pillar synergy and coherence through joint planning and implementation. Besides, this Phase will employ the market systems development (MSD) approach to address systemic failures in the EOA sector market and ensure stronger participation by small-scale organic farmers in order to enhance production, incomes, food and nutrition security. The strategy will enhance access to business support services and market intelligence including the 4Ps (products, prices, places and promotion) to EOA value chain actors. It will also
develop new market channels and strengthen existing ones through consumer awareness campaigns and other forms of facilitation, making the markets more accessible to producers and buyers. Value addition to EOA products and post-harvest management, especially storage technologies to reduce post-harvest losses, will take center stage in this pillar.

The following gaps have been identified and efforts will be made to address them:

- **Lack of availability and/or high prices of EOA inputs (organic seeds, compost fertilizers, bio-pesticides).** Even though the use of locally available own-farm resources has been promoted under EOA-I, farmers cannot entirely rely on locally available own-farm resources. For instance, organic seeds, biopesticides and compost fertilizers, have to be factored in, if they have to increase production, reduce labor costs and commercialize farming operations. Almost all the inputs would have to be sourced from the market (commercial suppliers), which is currently characterized by shortages and high costs.

- **Unavailability and high cost of investment capital to the small-scale organic farmers.** Although overall access to financial services has improved in most Sub Saharan African countries, rural agricultural households continue to lag behind in access to financial services, particularly among women and youth due to lack of collateral assets.

- **Absence of standards and affordable certification schemes.** Most organic farmers cannot afford third party and internal control system (ICS) certification schemes. Although efforts have been made to enhance PGS certification schemes, which are relatively low-cost, it is only feasible where farmers are not widely dispersed and can be organized into viable groups.

- **Access to markets and marketing.** Lack of product market related support services such as market intelligence, bulking, distribution, grading, consumer awareness, post-harvest management and value addition.

To address the above-mentioned gaps, the MSD approach among other strategies, will identify and support youth groups that can bridge the labor-intensive input production for farmers (i.e. *youth groups will be capacitated to commercially produce organic manure, bio-pesticides and undertake seed banking among other ventures*). It will also facilitate financing knowledge and options and link farmers to financial service providers that have been proven to address farmers financing challenges. It will also facilitate access to processing technologies along value chains to increase production and enhance domestic and export trade in high value organic products. PGS will be enhanced to build social and entrepreneurial capacity of producers and processors to meet organic standards in the local and regional markets. The East African Organic Products Standard (EAOPS), also called ‘Kilimohai’, developed through a consultative regional public-private partnership and adopted as the official East African Community (EAC) organic standard in 2007, will be expanded to other Eastern Africa countries and lessons learned from its application used to facilitate the development of West African organic standards.

The proposed pro poor interventions of the MSD approach will include a cyclic nature of engaging a 'link expert' who will undertake the following tasks to ensure sustained linkages between farmers and various market actors and input suppliers are introduced and sustained:

- **Undertake Value chain studies** to analyze the market, identify potential incentives for change and prioritize visible changes, which are most likely to attract attention of other market actors and foster enthusiasm for crowding-in to fill the specific market gap on a sustainable manner. The study will develop clear short, medium and long-term incentives
for change to enable the project to focus its early support on short-term incentives and
benefits, while developing a longer-term plan for change.

- **Develop Memorandum of Understanding (MoU)** and strategic partnerships with
  identified strategic market actors, mostly private sector partners to carry out jointly specific
  activities to fill a market gap or promote a specific market change.

- **Facilitate linkages** among market actors to jointly address particular constraints and
  engage in new business models. Facilitators will be contracted to provide technical
  assistance to selected market actors (e.g. input suppliers) to embrace business
  opportunities that exist in working with small-scale organic farmers. This will create both
  supply and demand for the services and establish a long-term transactional relationship
  between the value chain actors.

- **Identify model community change agents** who will not only fill a market service gap,
  but also play a role in encouraging broader change among other actors. Change agents
  may come from among the farmers themselves or from input suppliers such as veterinary
  shops in the vicinity.

- **Facilitating formation of farmer** associations, youth commercial input supplier groups,
  cooperatives and groups like PGS among organic farmers that can enhance their
  collective productivity, marketing power as well as attract and retain service providers.

Using either joint partnerships (MoUs) or facilitation, the MSD will aim to bring about systemic
changes that improve the way the EOA markets work for the organic farmers. The MSD approach
will avoid directly delivering solutions, which lapse with the end of development partner’s support.
It seeks to build long-lasting relationships between market actors with a focus to sustainable
provision of targeted services to the organic farmers. It is a one off and time bound intervention
so that it does not become an un-ending subsidy that distorts the market. And it does not work
directly with the organic farmers, but with other market actors that in turn work with the farmers.
The applied MSD approach shall be specifically reviewed by the end of 2020 in order to allow for
identified and needed adjustments and re-alignment.

### 3.3.4 SDC Project Pillar 4: Management, Coordination and Governance (MC&G)

This pillar will focus on coordination, networking, advocacy and institutional capacity building. It
will cover core areas of the original last three pillars in the EOA strategic plan: Networking and
Partnership (Pillar 4), Policy and Program Development (Pillar 5) and Institutional Strengthening
(Pillar 6). The promotion of EOA is a complex and multi-disciplinary process that calls for efficient
cooperation and communication among relevant stakeholders at all levels including governments,
farmers, civil society, private sector, and the international community. Effective implementation
of the EOA Initiative requires strong institutions with effective, functional and responsive
administrative and operational systems.

In Phase 1, lobbying and advocacy for mainstreaming EOA practices into agricultural systems
was not as strategic and structured as it should be. In this Phase, this pillar will utilize the
structures within the EOA Initiative more optimally to lobby and advocate at all levels. The
secretariats and AfrONet will be expected to perform this task at their different levels.

The pillar partners will collaborate with the African Technology Policy Studies Network (ATPS) in
the implementation of project areas of mutual interests. Collaboration will start with the third
project area to be supported from the Phase II SDC funding budget. The first two project areas
will be implemented with funds mobilized from proposals to be developed jointly with ATPS.
I. Improving Agricultural Productivity and Climate Change Resilience Using the LandInfo Mobile App Technology project: This project is proposed to be implemented through the EOA-I's Information and Communication Pillar, 2nd key priority area in its Strategic Plan 2015-2025;

II. Linking Agriculture and Nutrition Value Chains for Improved Health Outcomes in Africa (LANHOA): This project recognizes the need to increase production of organic foods for food and nutrition security and develop associated value chains. The outcomes are anticipated to contribute to development of policies and programmes that will enhance food security in Africa. This aligns with EOA-I’s 5th key priority area (Policy and Programme Development Pillar) in its Strategic Plan 2015-2025.

III. Mainstreaming EOA-I into the AUC, NEPAD, RECs and National Government Agenda: The ATPS’ strength in convening and collaborating with the regional commissions and agencies in Africa such as the African Union Commission (AUC), New Partnership for Africa’s Development (NEPAD), United Nations Economic Commission for Africa (UNECA), Regional Economic Communities (RECs), as well as national governments is recognized. ATPS is a key partner with these organizations and has well-established relationship with them. This objective aligns clearly with the EOA-I’s priority area on Networking and Partnerships as well as ATPS Strategic Objective on “Intra-Africa and Global partnerships and collaboration.

Activities under this pillar shall contribute to efficient and effective coordination, networking and policy advocacy at various levels (national, regional to continental networks) of the EOA structure. The “Network of Teams” concept will be promoted under this pillar and will seek to empower partners and break down communication silos across and within pillars. A “network of teams” is characterized by trademarks of having a people-centered culture that operates in rapid learning and fast decision cycles, which are enabled by technology, and a common purpose that co-creates value for all stakeholders. Such teams operate with high standards of alignment, accountability, expertise, transparency, and collaboration. To achieve the benefits of “network of teams”, implementing partners will be constituted into Mission-Focused Teams (MFTs) based on their technical areas of expertise and the same will take lead in mobilizing teams to support the goals and objectives of EOA-I and take more responsibilities in planning, strategizing, visioning and culture setting. The pillar teams will be able to understand better their activities and goals, and this is expected to catalyze communication flow and break the communication silos. The teams for each pillar will identify flag ship projects that they will use to reach their targets and realize their goals.

3.4 Other Implementation Strategies

Besides pillar thematic focus, the initiative will put efforts to comply with the following cross-cutting themes:

3.4.1 The Inclusivity Strategy

This strategy aims to involve the participation of more women, youth and other marginalized farmers with high risk of food insecurity in the implementation of EOA-I. In Sub-Saharan Africa, women form about 70% of smallholder farmers and play a crucial part in managing natural resources. Since they are also reported to purchase organic foods more than men as they decide what is consumed in most households, they have the potential to play an important role in the development of organic agriculture.
However, due to socio-cultural factors, including the patriarchal nature of many African societies, women are systematically disadvantaged compared to men. They are discriminated against in terms of property ownership, decision making, and access to valuable information, financial services, agricultural inputs, and markets as compared to men. This makes it difficult for women to rely on farming for nutrition, food security and as a pathway out of poverty. According to the external evaluation report (2018), the current average gender composition of farmers in the EOA-I participating countries is 56% males against 44% females. Similarly, the average age of EOA farmers in those countries is 52 years, leaving majority of young people, who are hardest hit by unemployment, out of the EOA equation. The challenge to incorporating youth in EOA is that, the youth are less enthusiastic about farming, due to the education systems that tend to prepare them for white-collar jobs. However, increasing evidence shows that the youth are becoming more willing to participate in agribusiness enterprises that provide business support services to farmers and/or undertake value addition.

The proposed EOA-I Phase II will engage these marginalized groups in organic farming as part of its strategy to ensure inclusivity. This will be achieved by:

- Building capacity of women and youth through training to actively engage in EOA farming;
- Sensitizing women and youth on the multiple benefits of EOA including employment, incomes, health and nutrition;
- Requiring implementers of the initiative to meet a certain minimum percentage of women and youth in the composition of farmers and other value chain actors participating in the various project activities;
- Encouraging women and youth to get involved in opportunities favourable to them such as off-farm agricultural enterprises, provision of EOA business services, value addition, ICT applications in agriculture and agricultural wage employment; and
- Assigning people with special needs or impairments, special tasks within their capabilities to perform within the EOA value chains.

### 3.4.2 Tracking and Linking with Other EOA Related Initiatives

The desire to reach out and collaborate with other EOA related projects outside the EOA Initiative in Africa has been high on the agenda for AU-led CSC. An approach that ensures other EOA-I related initiatives are brought on board will be prioritized for the development of EOA agenda.

These are EOA related initiatives/interventions in Africa outside the current SDC and SSNC mainstream funding arrangement in Eastern and West Africa. The process will also tap into and create linkages with other international ecological and organic networks with projects in Africa and establish communication for collaboration, funding and sharing. Such will include FAO’s Agroecological Initiative, Committee on World Food Security (CFS), African Food Sovereignty in Africa (AFSA) and the International Panel of Experts on Sustainable Food Systems (IPES-Food). This strategy will ensure EOA expansion through stronger partnerships, collaboration and sharing to be achieved through; joint activities, policy lobbying, advocacy, awareness creation, resource mobilization and fundraising.

To achieve strong linkages and attract EOA related initiatives, EOA will be branded outlining its key definition, core values, key thematic areas and principles that other related initiatives can identify and align with. This will be strengthened by sharing knowledge with various groups
including policy makers, academia, non-governmental organizations, international organizations, media, private sector, as well as individual users. The ultimate goal of branding and linkages between EOA related initiatives will be to facilitate joint policy lobbying, advocacy, awareness creation, resource mobilization and fundraising.

3.5 Goal and Objectives

3.5.1 Goal: To improve quality of life for farm households resulting from mainstreaming ecological organic agriculture (EOA) practices and technologies into agricultural systems.

3.5.2 Objectives

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.

- Specific Objective 1.1: To generate and collate information and knowledge needed by EOA actors along value chains.
- Specific objective 1.2: To validate and synthesize EOA research information and knowledge.
- Specific objective 1.3: To document best experiences and results on EOA research information and knowledge used by EOA actors along value chains.

Objective 2: To enhance adoption of EOA technologies and practices through systematic dissemination of research and experience-based information, knowledge and training of value chain actors.

- Specific Objective 2.1: To disseminate information on EOA practices through various communication pathways (IEC materials, social media applications and websites) to support value chain actors.
- Specific Objective 2.2: To create better understanding of EOA practices through training and extension to support value chain actors.

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

- Specific Objective 3.1: To develop and implement strategies for linking value chain actors to business development support services.
- Specific Objective 3.2: To increase the number of producers participating in markets at local, domestic, regional and international markets
- Specific Objective 3.3: To support access to market intelligence (products, price, place and promotion – 4Ps) to inform decision making and improve competitiveness of the EOA actors.
- Specific Objective 3.4: To strengthen capacity of producers to meet organic market standards.
- Specific Objective 3.5: 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.
Specific Objective 4.1: To strengthen synergies amongst governance, coordinating and implementing institutions through networks, coordination and partnerships.

Specific Objective 4.2: To lobby and advocate for mainstreaming of EOA practices into public policies and investment plans.

Specific Objective 4.3: To improve the functioning and service delivery of EOA by institutions in Africa through capacity building.

Specific Objective 4.4: To support and strengthen multi stakeholder platforms at regional level for advocacy, experiential sharing, networking, resource mobilization and learning.

Specific Objective 4.5: To support and strengthen multi stakeholder platforms at continental level for advocacy, experiential sharing, networking, resource mobilization and learning.

Specific Objective 4.6: To integrate EOA in government national policies, plans and strategies

Specific Objective 4.7: To support and strengthen Non-State actors umbrella body (AfrONet) to promote EOA through advocacy, experiential sharing, networking, resource mobilization and learning.

3.5.3 Results (Impacts, Outcomes and Outputs)

Expected Impact 1: Improved quality of life for farm households resulting from mainstreaming of EOA technologies and practices into agricultural systems. Indicators and targets are:

- 30% increase in number of EOA households consuming different food groups resulting from EOA-based enterprise for their nutritional requirements for productive lives disaggregated by gender and age;
- 20% increase in number of households consuming balanced diet as reflected by the household dietary diversity score (HHDD) disaggregated by gender and age; and
- 20% increase in incomes realized by each household practicing EOA-based enterprises.

Pillar 1: Research and Applied Knowledge

Expected outcome 1: Knowledge needed by EOA actors in various value chains availed in accessible repositories for dissemination. Two indicators and targets will be used to measure this outcome:

- At least 30 types of information on EOA technologies, practices and others availed to various value chain actors in repositories.
- At least 5 information repositories on EOA technologies and practices developed.

Expected output 1.1: Information and knowledge needed by EOA actors along value chains generated and collated for dissemination. One indicator and target will be used to measure this outcome:

- At least 30 types of EOA technologies, practices and others generated and collated along the various value chains.

Expected output 1.2: EOA research information and knowledge validated and processed for dissemination. One Indicator and target will be used to measure this outcome:

- At least 28 types of EOA technologies, practices and others validated and processed along the various value chains.

Expected Output 1.3: Best experiences and results on EOA research information and knowledge use by various actors along value chains documented. This will be measured by the following indicator and target:

- 28 publications on best EOA experiences produced.
Pillar 2: Information Communication and Extension

Expected Outcome 2: Adoption of EOA practices by EOA value chain actors enhanced. Indicators and targets for adoption are:

- 200,000 new producers practising EOA technologies and practices disaggregated by gender and age in a country.
- 100 other value chain actors (processors, input suppliers, traders, etc.) supporting various elements of EOA practices disaggregated by gender and age.
- 24 EOA technologies and practices adopted.
- 60% increase in awareness and knowledge of EOA practices by value chain actors disaggregated by gender and age.

Expected Output 2.1: Information on EOA practices disseminated through various pathways. Indicators and targets for this output result are:

- 30 types of communication pathways used for EOA information and knowledge dissemination.
- 1.5 million value chain actors reached with EOA information and knowledge disaggregated by gender and age.

Expected Output 2.2: EOA practices disseminated through training (formal and informal) of various target groups. The indicators and targets for this are:

- 180 Training of Trainers of Facilitators (ToToFs) trained, disaggregated by gender and age.
- 400,000 new value chain actors trained, disaggregated by gender and youth (Women 240,000; Men 120,000 and Youth 40,000).

Pillar 3: Value Chain and Market Development

Expected Outcome 3: Share of quality organic products increased at the local, national and regional markets, with the indicators and targets measures being:

- 10% increase in market share of organic products at local, national, regional and international markets.
- 20% increase in household consumption of organic products disaggregated by gender and youth.
- 20% increase in incomes of organic farmers households, disaggregated by gender and age

Expected Output 3.1: Value chain actors linked to business support services; with the indicators and targets measures being:

- 20 types of business development services (BDS) supplied along the value chains, disaggregated by gender and age.
- 200,000 value chain actors linked to business development services (BDS).
- 100 BDS suppliers engaged along the common value chains.

Expected Output 3.2: Decision making and competitiveness of EOA value chain actors enhanced, with the indicator and target measure being:

- 400,000 EOA producers participating in markets at different levels (local, regional and international) disaggregated by gender and age.

Expected Output 3.3: Access to market intelligence (product, price, place and promotion – 4Ps) supported to inform decision making and improve competitiveness of EOA actors; with the indicators and targets measures being:

- 300,000 value chain actors using market information and data disaggregated by gender and age.
8 types of market intelligence information availed to organic producers.

**Expected Output 3.4:** Capacity of producers strengthened to meet organic market standards; with the indicators and targets measures being:
- 60% increase in number of producers meeting the organic market standards disaggregated by gender and age.
- 50% increase in volumes for certified organic products traded in the market.

**Expected Outputs 3.5:** Organic markets developed and strengthened to increase share of organic products (certified and non-certified) at the domestic and export markets; with the indicators and targets measures being:
- 20 new market channels developed and accessed by value chain actors.
- 4 existing market channels strengthened.
- 20 types of new organic products traded in markets at different levels.
- 20% increase in number of people consuming organic products as a result of consumer awareness campaigns.
- 10 products that have undergone value addition.

**Pillar 4: Support & Cementing: Management, Coordination and Governance**

**Expected Outcome 4:** Structured management of EOA enhanced through coordinating, networking, advocacy, multi-stakeholder platforms and capacity building; with the indicators and targets measures being:
- 80% of governance, coordinating and implementing institutions (national, regional and continental) are fully functioning (have and use appropriate systems, policies and procedures) based on their mandates.
- 50% increase in technical competencies (in planning, implementation, monitoring and reporting) in EOA institutions at all levels of the EOA structure.

**Expected Output 4.1:** Synergies amongst governance, coordinating and implementing institutions strengthened; with the indicator and target measure being:
- At least 12 different stakeholders participating in the platforms at national level.

**Expected Output 4.2:** EOA practices mainstreamed into public policies and investment plans; the indicators and targets measures being:
- At least 9 EOA policies/legislations or related aspects integrated into national policy frameworks.
- At least 4 meetings/workshops held annually at national level to lobby and advocate EOA

**Expected Output 4.3:** Functional and service delivery of EOA institutions improved; with the indicators and targets measures being:
- 90% biannual rate of absorption / utilization of funds by implementing organizations.
- At least 90% of planned pillar activities implemented.
- Funds disbursed within 1 month at different levels of granting and sub-granting.
- 100% of the organisations having sound financial management systems in place.
- 80% of organisations efficient in project planning, implementation, monitoring and reporting.

**Expected Output 4.4:** Multi stakeholder platforms strengthened for advocacy, experiential sharing, networking, resource mobilization and learning at regional level; with the indicators and targets measures being:
- At least 13 stakeholders participating in the platforms at regional level.
- At least 3 EOA policies/legislations integrated into policy frameworks at regional levels.
At least 4 platform meetings conducted annually.

**Expected Output 4.5:** Multi stakeholder platforms at continental level strengthened for advocacy, experiential sharing, resource mobilization and learning; with the indicators and targets measures being:
- At least 22 stakeholders participating in the platform at continental level.
- At least 2 EOA policies/legislations integrated into policy frameworks at continental levels.

**Expected Output 4.6:** EOA Integrated in government national policies, plans and strategies; with the indicators and targets measures being:
- At least 3 national policies promoting EOA approved.
- At least 3 governmental national plans promoting EOA approved.
- At least 2 approved national strategies to promote EOA under implementation.

**Expected Output 4.7:** AfrONet: Non-state actors’ umbrella body (AfrONet) strengthened to promote EOA; with the indicators and targets measures being:
- 50% increase in organizations enlisted for AfrONet membership.
- At least 20% increase in number of high-value partner agreements signed with various development partners.
- 50% increase in number of NOAMs that report having received direct support from AfrONet.

### 3.5.4: Activities

This section proposes broad activity areas supporting the core functions of every pillar. It will be the responsibility of the implementing partners to derive specific activities within their contexts.

**Pillar 1: Research and Applied Knowledge**

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.

1.2.1 Validate information and knowledge from research findings using appropriate strategies.

1.2.2 Process and avail the validated information and knowledge in various repositories e.g. knowledge banks, data bases, and print.

1.3.1 Document and publish best experiences and results on EOA research information and knowledge use.

**Pillar 2: Information Communication and Extension**

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, and print media.

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

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

2.2.3 Develop/ review EOA curricula for integration into the national formal education programs.
2.2.4 Undertake training courses in various learning settings (formal and informal).

**Pillar 3: Value Chain and Market Development**

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.
3.2.1 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, and storage technologies.
3.3.1 Promote further the use of PGS and regional / domestic markets by producers.
3.3.2 Harmonize organic standards at regional levels.
3.4.1 Establish new market channels and undertake product diversification through value addition.
3.4.2 Carryout consumer awareness campaigns.

**Pillar 4: Support & Cementing: Management, Coordination and Governance**

4.1.1 Build capacity of EOA partner organizations to ensure coordination, networking and partnership that facilitates sharing of experiences, results and lessons among country stakeholders.
4.1.2 Facilitate agenda for joint project planning, implementation and monitoring activities among partners working on same value chains.
4.2.1 Identify gaps and develop an advocacy and lobbying action plan for integrating EOA practices and technologies into agricultural systems.
4.2.2 Facilitate stakeholder engagement to align EOA practices and technologies into agricultural systems.
4.3.1 Build capacity of pillar implementing partners to develop policy and operational procedures for greater accountability, transparency and sustainability.
4.3.2 Promote “network of teams” from pillar implementing partners to enhance high degree of empowerment, effective communication skills and rapid information exchange.
4.4.1 Build capacity of regional platforms to facilitate sharing of experiences, results and lessons across countries.
4.4.2 Undertake MOUs and partnership agreements with other organizations promoting EOA agenda.
4.5.1 Build capacity of continental platform to effectively facilitate sharing of experiences, results and lessons across regions and countries.
4.5.2 Undertake MOUs and partnership agreements with other organizations promoting EOA agenda.
4.6.1 Build capacity of AfrONet to effectively discharge its mandate.
4.6.2 Undertake MOUs and partnership agreements with other organizations promoting EOA agenda.
4.6.3 Lobby for ECA supporting policy formulation, approval and implementation, including national plans and strategies.
4. MANAGEMENT, COORDINATION AND GOVERNANCE OF THE EOA INITIATIVE

4.1 EOA Structure of Implementation

Within this second Phase, the EOA-I organizational structure has 3 inter-related dimensions namely: Mainstreaming, governance and coordination; and support functions. Below the dimensions, are the levels cascading from the Continental to Country level with their associated structures and institutions. The dimensions and levels are illustrated and explained below.

Figure 2: The Organizational Structure of EOA Initiative

<table>
<thead>
<tr>
<th>Mainstreaming</th>
<th>Governance &amp; Coordination</th>
<th>Support functions</th>
</tr>
</thead>
<tbody>
<tr>
<td>African Union</td>
<td>Continental Steering Committee (CSC)</td>
<td>Continental Secretariat</td>
</tr>
<tr>
<td>Regional Economic Committees</td>
<td>Regional Steering Committees (RSC)</td>
<td>AFRONET</td>
</tr>
<tr>
<td>Governments (MoA, MoE, MoH)</td>
<td>National Steering Committee (NSC)</td>
<td>Executing Agency</td>
</tr>
<tr>
<td></td>
<td>CLO</td>
<td>Regional Secretariat</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Coordinating Agency</td>
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<td></td>
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<tr>
<td>R&amp;AK</td>
<td>I, C&amp;E</td>
<td>VMCD</td>
</tr>
<tr>
<td></td>
<td>VMCD</td>
<td>MC&amp;G</td>
</tr>
<tr>
<td>Target Groups</td>
<td>Input suppliers, processors, farmers, marketers, transporters, consumers, etc.</td>
<td></td>
</tr>
</tbody>
</table>

**Mainstreaming:** These structures include the African Union Commission, Regional Economic Communities and engage the project to mainstream EOA into national, regional and continental policies and plans. This structure has an important role in political convening, mobilization, policy making, and accountability to the people. This dimension plays a relevant role in fundraising.

**Governance and Coordination:** The governance and coordination of EOA implementation at the national, regional and continental levels is overseen by the Steering Committees (namely NSC, RSC and CSC respectively). This dimension is responsible for approving workplans and budgets and constantly monitoring the implementation of EOA in their respective levels. This dimension plays the major role in fundraising.

**Support Functions:** The support function in the implementation of the EOA projects including monitoring, reporting, learning and evaluations is provided by the Executing Agencies (EA) and secretariats. This dimension plays a relevant role in fundraising.
4.2 Administration and Management of the Project

The administration and management of the SDC fund as well as the coordination and implementation of the initiative by the various partners in the 9 participating countries will be undertaken by Biovision Africa Trust (BvAT). As the lead agency, BvAT acts on behalf of and is accountable to the EOA Continental Steering Committee and to the development partner SDC. BvAT will closely work with organizations and structures put in place to support EOA in the continent – the EOA Continental Steering Committee, Regional Platforms, National Platforms and the implementing partners.

4.2.1 Key Roles of Executing Agency

The grant contribution provided by SDC will be implemented by BvAT, on behalf of and accountable to the Continental Steering Committee chaired by the AU Commission. BvAT will support the establishment of National Platforms and the selection and review of Country Lead Organizations (CLOs) and be responsible for the management, accountability and general oversight of all partner activities.

The main roles of the Executing Agency

1) Support the establishment and operation of EOA institutional structures;
2) Support the consultative and participatory processes of selection of competent project partners at country level and review of them from time to time;
3) Support development and administration of a granting management system that rewards performance;
4) Support development and use of the M&E framework and tools to inform gauging of performance and improvement;
5) Ensure prudent project and financial management;
6) Identify weaknesses and support capacity building among partners;
7) Facilitate the networking, partnership development and exchange among project partner organizations;
8) Ensure accountability and reporting to CSC and SDC;
9) Support fundraising and resource mobilization for the EOA Initiative; and
10) Provide general oversight of all partner activities.

The executing agency will develop a performance-based grant management system as the proposed strategy for motivating performance and ensuring commitment by partners, to be approved by the donor SDC. The strategy is expected to create an element of positive competition among implementing partners and an incentive for third-party support, passion, creativity and innovation across value chains. Performance based granting system will give bonus for superior performance and is expected to stir greater efficiency and improve on impact of the initiative. The system will be developed further and tested in 2019 to elaborate on forms of incentives, level of funding for the bonus and practical application of the strategy.

The four-year plan will be implemented in an annual cycle of planning, implementing, monitoring and reporting and capacity building. M&E for the EOA activities and their impacts will be an integral part of the coordination. In developing the M&E Framework and tools, particular attention will be given to participatory monitoring and training of the partners on how to use results and learnings to improve service delivery.
Overall **annual plans and budgets** of the Initiative and corresponding reports on achievements and management will be prepared by BvAT in collaboration with the Implementing partners and approved by the CSC.

In the frame of the contract between BvAT and SDC, an annual financial and operational reporting directly to SDC will be implemented and bi-annual reporting between BvAT and Implementing Partners.

BvAT has a project management unit with both professional and administrative staff and currently has 6 key staff taking lead and offering administrative support to the initiative (Annex 5, BvAT Organogram). The Project Coordinator whose remuneration is supported 42.5% by the project is also the Executive Director of BvAT and takes lead in ensuring execution of funds from SDC are well managed by partners. He is supported by a Project Manager who offers technical support, CSC Secretariat Coordinator who offers support to the CSC, Finance Manager, an Accountant and Programmes Assistant who offer administrative support.

### 4.2.2 Role of Project Coordinator

The Project Coordinator, liaising closely with the CSC and SDC will:

- Provide technical support and advice to the Project Manager throughout the project implementation phase;
- Coordinate fundraising strategies for the Initiative;
- Facilitate development criteria for selection of new implementing partners in new countries;
- Co-ordinate and liaise with other donor and government supported projects to ensure synergies are built and avoid overlap of tasks;
- Represent the project at the Continental Steering Committee meetings, donor co-ordination and other meetings;
- Coordinate the use of the M&E framework and oversight of monitoring visits;
- Coordinate the use of the granting management system; and
- Coordinate capacity building of the implementing partners.

The Project Coordinator shall therefore adopt an advisory and supportive position.

### 4.2.3 Role of Project Manager

The Project Manager, liaising closely with the Project Coordinator, will:

- Support development of criteria for selection and review of Country Lead Organizations (CLOs) and technical pillar implementing partners (PIP) and assure the holding of at least two national platform meetings a year by CLOs and partners in all countries;
- Liaise with project accountant to prepare contractual agreements for implementing partners and regional secretariats;
- Prepare guidelines for workplans and budgets by Implementing partners and RSCs and approve them before implementation starts;
- Ensure EOA activities are implemented according to the set objectives by the selected Implementing partners and RSCs;
- Facilitate communications and meetings with implementing partners regularly to review activities achieved and appraise on activities planned for approval and implementation;
- Ensure implementing partners report periodically, and on schedule, project progress/performance/budget execution against the M&E framework and budget lines of the project. Present the reports to the Project Coordinator for review, approval by the CSC and sharing with the secretariats, donor and other relevant stakeholders;
• Support the execution of the granting management system;
• Support in execution of M&E framework by implementing partners virtually and through fact finding visits;
• Support implementing partners to collaborate with active like-minded organizations to improve and upscale EOA activities among farmers in their respective countries;
• Support capacity building of implementing partners in various identified key capacity areas;
• Represent the project at Regional Steering Committee meetings to report on progress;
• Support the Project Coordinator in preparations and reporting in CSC meetings;
• Represent the project in various meetings and forums for networking and relationship building;
• Support in fundraising efforts for EOA-I; and
• Hold monthly meetings and other ad hoc meetings with the Project Coordinator to discuss project plans and progress, and to listen and follow-up with any concerns the implementing partners may have.

The Project Manager will be responsible for the day to day executive/management functions to ensure the smooth implementation of EOA Initiative activities in all the nine countries.

4.2.4 Project Management at Country Level

Implementation of EOA will be at 2 levels at the national level as follows:

⇒ Coordination at National level by Country Lead Organisations (CLOs); and

⇒ Activity Implementation by Pillar Implementing Organisations (PIPs).

4.3 Country Lead Organisations (CLOs) and Pillar Implementing Partners

The Country Lead Organisation (CLO) oversees coordinating EOA mainstreaming and activity implementation by Pillar Implementing Partners (PIPs).

4.3.1 Functions of Country Lead Organizations (CLOs)

The CLOs, with the endorsement and support of the National Platforms will be responsible for the following tasks:

1) Assure convening of meetings by the National Steering Committee chaired by the Ministry of Agriculture.
2) Catalyse the formation of and convene the National Platform.
3) Take lead in fundraising for the initiative at the National Level.
4) Disburse funds to implementing partners as per the proposal and signed work agreements and contracts.
5) Coordinate, supervise and monitor implementation of pillar activities.
6) Support building of networks and enabling experience sharing across pillars.
7) Regularly engage and report progress (briefs on planned work, research findings, achievements, etc.) of the initiative to the Ministry of Agriculture and other key stakeholders.
8) Take lead in lobbying for mainstreaming (seek opportunities for engagement with the ministry) of EOA into national Agricultural systems.
9) Provide secretariat support to the National Steering Committee (NSC) and the National Platform.
10) The CLOs are responsible to collaborate pro-actively with and invite indirect partners willing to be aligned to the national EOA-I set-up.
11) Report to the Executing Agency, NSC, NPs, and Development partners as appropriate.

Requirements for Selection of a Country Lead Organizations (CLOs)

1) Needs to be dedicated to the EOA agenda / Organic sector as part of their mandate.
2) Needs to have legal registration, physical location with facilities and been in operation for at least 3 years spearheading organic work.
3) Needs to have a national outreach and appeal.
4) Needs to have established board of trustees/directors and management.
5) Needs to have the ability to mobilize, network and rally other actors from different sectors and institutions.
6) Ability to coordinate, monitor and hold partners (PIPs) accountable.
7) Ability to convene the National Platform.
8) Needs to have sound institutional capacities (including systems, policies and structures) in place.

4.3.2 Pillar Implementing Partners (PIPs)

These are technical organisations whose mandate and implementation strategy aligns with the various EOA Pillars. The main role of PIPs is Project Pillar Implementation.

General Roles of Pillar Implementing Organisations

1) Take lead in pillar project implementation in partnership with other organizations - support activity planning, budgeting, reporting and implementation.
2) Facilitate capacity building of staff and project beneficiaries.
3) Facilitate networking and sharing of information and experiences with various stakeholders.
4) Create awareness, lobbing and advocacy on the value and potential of EOA.
5) Undertake monitoring and evaluation of project implementation and progress.
6) Report progress and results of projects implemented to CLO, National platform and development partners.
7) Undertake customization and contextualization of pillar project activities.
8) Support fundraising and resource mobilization.

Requirements for Selection of a Pillar Implementing Partner (PIPs)

1) Such organization needs to be dedicated to the EOA agenda as part of its mandate.
2) Needs to have comparative advantage in the technical area allocated.
3) Needs to have with legal registration at least 3 years with the organic sector.
4) Needs to have a national outreach and appeal.
5) Needs to have established board of trustees/directors and management.
6) Needs to have the ability to mobilize, network and rally other actors.
7) Needs to have ability to coordinate and monitor project beneficiaries.
8) Needs to have sound institutional capacities (including systems, policies and structures) in place. Where anything, contrary to the requirement, would be missing, then the policy applied at BvAT will be utilized. Any exception would have to be approved beforehand by the donor SDC.
4.4 Coordination and Governance

4.4.1 National Platform

A National Platform is a forum that convenes, facilitates, advises, and monitors progress of implementation of EOA in general and Organic Agriculture in particular. Generally, the National Platform will be an open forum of multi-stakeholders interested in supporting EOA development in any country in Africa. The national platforms will provide opportunities to share experiences and lessons of project implementation at national level; report on follow ups on the integration of EOA in government national policies, plans and strategies; create links and partnerships among stakeholders and coordinating EOA activities including awareness creation and building a critical mass and voice on EOA.

The mandate of the National Platforms includes:

a) Streamlining EOA’s operations at country level.
b) Rallying of partners/actors in EOA.
c) Facilitating the sharing of achievements, lessons and experiences.
d) Supporting advocacy and lobbying of policy change and investment plans.
e) Provide forum for shaping the national EOA agenda.
f) Facilitating selection and review of and support to Country Lead Organizations (CLOs).

The national platforms promote strategic actions such as organizing policy formulation competitions among high school or undergraduate students, awarding farmers for outstanding performance or politicians for their pro-EOA political work. With experience, they may as well formulate benchmarks for “good” policy work in the various agro sectors. This will enhance implementation of the EOA initiative with strong integration and synergy across pillars and sectors. The platforms will be expected to become visible and recognized actors ensuring professional quality in management of the project.

The composition of the National Platform will be constituted with representatives from the following institutions:

a) Ministry of Agriculture and other related sector ministries (Ministry of Environment, Health, Trade etc.).
b) Research, training and Educational Institutions.
c) Private sector (inputs suppliers, finance institutions, processors, and marketers).
d) Organic consumer organizations.
e) Civil Society Organizations including NGOs/INGOs.
f) Farmer Organizations/Associations.
g) Policy Institutions.
h) Certification and regulatory agencies.
i) Development Partners, including indirect partners working on EOA related matters.

4.4.2 National Steering Committee (NSC)

It is envisaged that national platform stakeholders drawn from all the nine institutions listed above will nominate, with simple majority, a well-balanced and representative National Steering Committee (NSC) to provide leadership and overall supervision of EOA at the country level. The leadership should consist of passionate and interested men and women willing to drive the EOA agenda at country level. Representation in the NSC will be based on institutions rather than individuals.
Responsibilities of the National Steering Committee

a) Serving as an oversight, providing leadership, guidance and overall supervision in decision making on EOA implementation at the National Level.
b) Establishing and implementing partnerships and resource mobilization for EOA at national level.
c) Exploring ways of integrating EOA within National Plans, strategies and investment plans.
d) Developing country's long-term goals, strategies and plans for EOA implementation.
e) Reviewing and approving activity plans and budgets and progress reports on an annual basis.
f) Undertaking monitoring visits and organising for exchange sharing forums at national level.
g) Creating linkages between country level EOA activities with regional activities for learning and experience sharing. The national reports shall be prepared by the National Secretariat (the CLO), and approved by the NSC Chair, for sharing at national and regional forums.

All these roles of the NSC will be done in consultation with the stakeholders, to who the committee is responsible. The National Steering Committee should at least meet twice a year.

The EOA steering committees (NSCs, RSCs, & CSC) will support the implementing partners at the various levels including approval of workplans, budgets and project reports (progress and financial reports). The steering committees will also monitor the uptake of technologies and how they improve the welfare of farmers/producers, processors, marketers and consumers.

4.4.3 Regional Platforms and Networks (Clusters)

The Regional Steering Committee serves as an apex of governance and decision-making body at the Regional level. The committee takes lead in overseeing activity implementation at the regional level, as well as catalysing mainstreaming of EOA into regional policies, programmes and plans at the regional level. The Committee will strategically engage and bring on board key RECs from the region like EAC, ECOWAS among others.

The clusters comprise the regional entities including the already established ones: Eastern Africa, Western Africa and the Southern Africa. Plans are underway to bring other regions on board. Such platforms should be constituted by drawing members from the National Platforms and in close collaboration with the regional economic commissions (RECs).

Roles of the Regional Steering Committees

a) Coordinating regional actors in their clusters to implement the EOA agenda.
b) Engaging with the RECs to integrate EOA in regional and national policy and programs.
c) Raising awareness on policy issues at country and trans-boundary levels.
d) Mobilizing resources from development partners and donors to support cluster EOA activities.
e) Developing rules of procedures and operations in the management of the clusters.
f) Aligning the EOA agenda with relevant proclamations and agendas - CAADP agenda on agriculture, SDGs, Africa Union agenda 2063, and Malabo declaration 2014 among others.
g) Ensuring youth and women involvement in EOA, and particularly through value chains and market development.
h) Facilitate and encourage opportunities for inter-country cooperation and sharing of EOA experiences, best practices and lessons learnt.

The type of membership of the Regional Platform will be constituted with representatives from the following institutions:
<table>
<thead>
<tr>
<th>Type of Membership</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regional Economic Committees (RECs)</td>
<td>1 from the region</td>
</tr>
<tr>
<td>AfrONet represented by regional actors</td>
<td>1 from regional actors</td>
</tr>
<tr>
<td>National Steering Committee Chairs or their representatives from the ministries</td>
<td>1 from each implementing country</td>
</tr>
<tr>
<td>Country Lead Organizations (CLO’s)</td>
<td>1 from each implementing country</td>
</tr>
<tr>
<td>Regional farmer organisations</td>
<td>2 from the region’s</td>
</tr>
<tr>
<td>Regional research institutions</td>
<td>1 from the region</td>
</tr>
<tr>
<td>Lead Coordinating Organisations</td>
<td>BvAT and PELUM Kenya (2)</td>
</tr>
<tr>
<td>Universities &amp; tertiary institutions</td>
<td>1 from the region on a rotational basis</td>
</tr>
<tr>
<td>Agricultural college</td>
<td>1</td>
</tr>
<tr>
<td>Private sector</td>
<td>1</td>
</tr>
<tr>
<td>Standards and certification</td>
<td>1 on a rotational basis</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>19</strong></td>
</tr>
</tbody>
</table>

### 4.4.5 Continental Steering Committee (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.

The 10th CSC meeting held in November, 2018 in Dakar, Senegal, recommended commissioning of a consultancy through BvAT to review the mandate, functions and membership of the current CSC and the recommendations will inform the criteria and process on the removal of CSC members who do not meet or fulfil the conditions of the membership. A similar task will be done for the regional and national platforms. The report is expected to come up with a constitution that provides guidelines that stipulate the roles, membership enlisting, and removal among other aspects of the CSC. The following elements around the CSC may thus soon be altered depending on the approval of the CSC and the donor SDC.

#### 4.4.5.1 The Roles of the CSC

a) Awareness raising of EOA agenda, brand and profile at continental level through lobbying and advocacy.

b) Resource mobilisation and fundraising and soliciting support for the EOA initiative in Africa.

c) Overall program development guided by the Strategic Plan (2015-2025).

d) Providing oversight, advice and guidance, on the implementation of the Strategy.

e) Ensuring wide stakeholder participation in EOA Initiative.

f) Knowledge sharing and management.

g) Representing the CSC in national, regional and continental meetings and workshops as advised by the chair of the CSC.

#### 4.4.5.2 Membership of the EOA-I Continental Steering Committee (CSC)

The membership to the CSC will be reviewed and defined afresh. The CSC is looking at a more effective and performing committee that will address EOA-I matters in a more structured and strategic manner. It will consist of about 22 members drawn from various institutions as indicated in the table below. However, there is need to review the structural arrangement and performance of the CSC and the other steering committees at regional and national levels to make them more operational, functional, efficient, and effective.
Table 2: Current Continental Steering Committee Membership

<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) (Chair)</td>
<td>1</td>
</tr>
<tr>
<td>2. African Union Development Agency (AUDA-NEPAD)</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 – Drawn from any of the pan African farmers organizations, e.g. 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>
</tr>
</tbody>
</table>

4.4.5.3 CSC Members’ Work Activities

The CSC provides guidance and oversight but decision-making will be provided by the SC in the areas listed below. The Chair of the CSC and members are involved in all major contracting activities of the project.

(1) Sub-committees

These comprise of Technical Working Groups (TWGs) appointed by the CSC Chair to work on specific assignments within the CSC arrangement. They constitute members of the CSC identified with certain expertise in a certain field to work on a related task. Such teams work on pro bono basis.

(2) Project Work

Provide guidance on work areas, consultant activities, and deliverables for agreed upon project work. Develop decision criteria and transparent process for determining future project work, particularly specific country actions, in support of a comprehensive approach to EOA development and growth in Africa.

(3) Financial management

The CSC will oversee financial management and expenditures of EOA projects in Africa through the approval of project budgets and workplans every year. The members will analyse budgets and financial management mechanisms, ensuring highest standards of accountability and transparency in project implementation. They will solicit new funding support from donors, national governments for the development and growth of EOA in Africa and work to obtain commitment from all members.
(4) **CSC Membership**

This is done by ensuring representation of key stakeholders in EOA in Africa and by identifying potential partner organizations to nominate members for consideration and selection to represent them at the CSC.

(5) **Policy, Advocacy, and support**

Raise awareness and the profile of the EOA Initiative and its projects in Africa while overseeing the effective and efficient implementation of the EOA-I Action and Strategic Plans in Africa.

A review of the above CSC activities and recommendations on the functions, structure, and member representation will be undertaken and report shared with the CSC within the first half of 2019.

4.4.5.4 **Length of Terms and Participation**

The CSC members will serve up to 2 terms of 3-years which can be done consecutively. Continuity of representation will be ensured by having no more than one half of the members up for renewal or replacement at any given time. A single alternate may be designated for each member, but the member must attend at least 50% of the meetings in a given year.

4.4.5.5 **Observers**

Observers could be invited to attend meetings and provide input as needed by the CSC. Observers do not participate in CSC decision making and do not receive travel support to attend meetings.

4.4.5.6 **Frequency of Meetings**

The CSC meets on a bi-annual basis with conference calls in between. Additional meetings can be scheduled on a needed basis, at the direction of the CSC or recommendation of the secretariat.

The CSC would meet twice in a year, first to approve the annual workplan and budget and a second time to approve the reports.

4.4.5.7 **Meeting Venues**

Meetings will be held in countries that show interest and progress in EOA activities implementation in Africa. Meeting locations will rotate. Institutions interested in hosting the next CSC meeting shall express their interest in writing to the Secretariat in advance of each CSC meeting. A decision on final meeting venue will be made by the full CSC.

4.4.5.8 **Rules of Procedure/Decision Making Process**

The set Rules and Procedures apply to the CSC and its Sub-committees.

4.4.5.9 **Conduct of Business**

CSC members will conduct business through physical as well as virtual meetings.

Between virtual meetings, members will review and provide input on EOA documents by electronic means. If input is not provided within the agreed upon timeframe, this will be understood to indicate that the member(s) agree with the information and reports shared.

At least one week prior to each meeting the secretariat shall circulate a draft meeting agenda. The agenda will indicate which sessions are open to observers and which will be closed. The CSC shall review and approve the agenda at the start of the meeting.
At least one week prior to each meeting the secretariat shall circulate the full documentation for the meeting. The expectation is that all participants of the meeting have read the entire documentation.

In the absence of the chairperson (AUC), the meeting will be facilitated by a designee, appointed at the chairperson’s discretion.

4.4.5.10 Decision Making

Decisions and/or actions of the CSC require a quorum of two thirds of the total CSC membership and/or by the chair plus the majority of members present if the two thirds representation is not available. The said quorum applies for both face to face and virtual attendance of meeting by members.

The CSC and its Subcommittees will make decisions by consensus. Consensus is defined as, all members of the quorum support an action or decision, or at a minimum agree to refrain from blocking said action or decision. To reach consensus, members will abide by the following guidelines in their discussions:

a) State questions and concerns clearly, succinctly, and early in discussions.
b) Seek to understand and reflect accurately other members’ concerns.
c) Secure and bring forward the best available information.
d) Develop creative solutions to problems, beyond one participant’s own best solution, to address multiple concerns.
e) Participate consistently in calls and meetings.
f) Report progress to relevant colleagues and leadership.

4.4.5.11 Sectoral Representation

The CSC members will solicit and represent EOA updates and input on behalf of their respective sectors. CSC members will access information from colleagues and counterparts in their sector through in person and phone conversations, email, discussions at conferences and meetings, formal and informal networks, among others. Time will be set aside at each in-person and teleconference meeting of the CSC for sectoral updates. CSC members will be expected to bring information and perspectives from others in their sector into CSC discussions to help ensure that CSC decisions are responsive to the needs and priorities of EOA stakeholders.

4.4.5.12 Conflict of Interest

There is conflict of interest when the personal or family interest of a CSC or Sub-Committee member is or turns to be prejudicial, in any way whatsoever, to the function or functions of EOA in Africa. Members shall refrain from participating in any discussion and decisions in which their involvement could give room for any semblance of partiality, conflict of interest in the process of decision making in the CSC or Sub-committee.

CSC or Sub-committee members who are contributors to or associated with proposals or other decisions from which they could derive a direct or indirect benefit that come before the CSC will excuse themselves from discussions and decisions on those proposals or issues. They will work to further ensure the independence of the CSC by designing a nomination and approval process that limits influence by CSC members.

4.4.6 Continental Secretariat

The CSC will be supported by a secretariat. The Secretariat will provide support to the CSC and its sub-committees at the direction of the CSC. Support will include planning and organizing CSC
meetings; organizing periodic EOA events as determined by the CSC; promoting communication and linkages between the CSC, subcommittees, and members; and developing Africa-wide information sharing tools, including a website.

The functions of the Secretariat

The Secretariat will undertake the following roles:

a) Receive and transmit the CSC’s official communications and correspondence and keep official record of the CSC’s decisions.
b) Schedule CSC and its special committee meetings, draft agendas, invite members and other guests as may be necessary and follow up on relevant agreed action points and recommendations.
c) Prepare minutes of meetings and reports for the CSC and its special sub-committee.
d) Maintain an active and effective network of international and national organizations for routine communication of progress and results of the activities of the CSC.
e) Maintain the databases of all programmes and projects for routine communication of progress and results of the activities of the initiative.
f) Provide online password-protected access for all CSC and sub-committee members to all documentations and minutes around the CSC and sub-committee meetings.
g) Support the CSC in its fundraising efforts and provide analysis of investments in EOA in the continent.
h) Support publicity and advocacy about EOA through EOA website maintenance by generating and sharing success stories, case studies, news and publications.
i) Liaise with AUDA and RECS on regular reporting progress and impacts of EOA on behalf of the CSC.
j) Liaise with relevant networks, forums and associations that support EOA in close collaboration with the CSC.
k) Participate, as appropriate, in the monitoring of activities of EOA projects carried under the general framework of the CSC or its special committee.
l) Represent EOA Initiative in relevant forums.

In addition to the above, the Secretariat will provide administrative and executive services to the CSC for the committee to undertake its tasks as mentioned above.

4.4.7 The African Organic Network (AfrONet)

As from May 2012, AfrONet was set up and endorsed as the umbrella organization uniting and representing African organic stakeholders throughout the African continent.

AfrONet through functional structures needs to play the following specific functions:

a) Support expansion of EOA and Organic Movements to new countries.
b) Facilitate communication about the initiative and strengthen the network through policy lobbying (advocacy) to engage more with the state actors.
c) Unite the EOA actors (EOA CLOs, generally non-state actors like NOAMs, Farmer Organizations, private sector etc. and global actors like IFOAM, INOFO).
d) Mobilize resources for its endeavours in promoting EOA on the continent.
e) Network actors and stakeholders across regions and countries.
f) Support capacity building for NOAMs in the EOA Initiative across the continent.
g) Support strengthening of Network of Organic Agriculture Research in Africa (NOARA) by seeking network membership with relevant research organizations including the Association
for Strengthening Agricultural Research in East Central and Southern Africa (ASARECA), the
West and Central African Council for Agricultural Research and Development (WECARD),
and FARA (Forum for Agricultural Research in Africa).
5 BENEFICIARIES, DIRECT AND INDIRECT PARTNERS

5.1 Beneficiaries

These are mainly but not exclusively Africa’s smallholder farm families and farmer groups working as associations, cooperatives; community-based organizations, youths and their groups in areas where food security, rural welfare and environmental sustainability have not been established, as the goal, is to have EOA taken up for improved healthy and economically viable livelihoods. A special emphasis is given to maximizing the involvement of women and youth as producers, processors, marketers, PhD/MSc trainees, and policy makers.

5.2 Direct partners

The initiative is implemented progressively by national governments through the ministries of agriculture and other relevant ministries and agencies, several national civil society/non-governmental organizations (CSO’s/NGOs) to integrate EOA into policies, strategies and practices from farmers to public sector bodies and private enterprises including academia and research institutions. The African Union Commission is a central agent in this process as it prepares to mainstream EOA into all areas of its work, including the Comprehensive African Agriculture Development Programme (CAADP) and to take the lead in the implementation of the African Organic Action Plan with its associated Pillars, as well as in close collaboration with AFRONET and other partners.

5.3 Indirect partners

The EOA initiative recognizes a wide range of international development partners as key to its success. Such players include but are not limited to multilateral partners, NGOs/CSOs, governmental organizations, private sector and others that are active in the field of Ecological Organic Agriculture. Such partners who express interest in supporting the EOA Initiative and its agenda will become part of the coalition of EOA development partners strategically to help in its program development and mobilization of more support and resources.

Other organizations will join in the promotion of ecological organic agriculture by sharing experiences, providing policy support and role models. Other important indirect partners include consumers to drive the demand-side of the EOA Initiative.

There are a plenitude of actors and thus indirect partners active in the field of Ecological Organic Agriculture, from academia, NGOs/CSOs, governmental organizations, multilateral partners, to private sector among others. Such indirect partners present in the respective countries, benefitting from SDC funds through this project, are invited to participate in the National Platforms (and possibly even in the NSC). The CLOs are expected pro-actively collaborate with and invite indirect partners willing to be aligned to the national EOA-I set-up.
6 MONITORING, EVALUATION, REPORTING, AND LEARNING (MERL)

6.1 The MERL System and Purpose

For this Initiative to remain relevant and sustain its activities while continuously improving in impact creation, the comprehensive Monitoring Evaluation Reporting and Learning Plan (MERL) will be used to allow all the key stakeholders to work towards achieving tangible outcomes and outputs through carefully planned and documented activities.

The purpose of monitoring activities is to provide accountability to EOA stakeholders, as well as the opportunity for swift and continuous improvement of the implementation of EOA interventions, allowing decisions to be taken about modifications, cancellations, or upscaling.

The MERL system will be used to inform if the EOA-I is being implemented according to the plan and is generating the desired results. As an important project management tool, it will provide EOA-I partners with the opportunity for improving project performance by enabling them to:

- Collect and analyze data to make decisions and solve problems encountered by implementing partners along their learning curves.
- Assess implementation of activities against their work plans and make adjustments, where necessary.
- Improve transparency and accountability through timely tracking of progress made towards specific targets by field program staff.
- Provide opportunity for sharing and learning to EOA project implementing partners, coordinating organizations and other key stakeholders.
- Share achievements, experiences and learn from each other.

6.2 Strengthening the MERL System

Currently in development, to be fully applied by 2020, the MERL system will be strengthened at all levels, especially at the country level, through the following activities:

- Each project implementing partner develops a MERL plan specific to its interventions and expected results. This will place responsibility for monitoring function at the door step of each implementing partner;
- Apply use of standardized data collection tools, reporting templates and information sharing platforms including mobile apps and on-line platforms, in the process of development and will be tested in 2019 and fully adopted in 2020 after refinement.
- Clarify and assign responsibilities for different MERL functions i.e. data collection, data analysis and interpretation, reporting and learning at each level of the project hierarchy, i.e. the field, pillar, country and continental levels.
- Strengthen MERL capacity in key partner organizations including staffing, skills and resource availability for all the functions.
- Apply an online M&E platform to enable timely and uniform reporting and feedback system on all results that are common across all the EOA countries.
6.3 Tasks and Responsible Persons

The following MERL tasks and responsible persons are proposed in Table 2:

Table 2: Tasks and Responsibilities

<table>
<thead>
<tr>
<th>Task</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data Collection at field level</td>
<td>Field Staff of Project Implementing Partners (M&amp;E Officer)</td>
</tr>
<tr>
<td>Data analysis and interpretation at Project level</td>
<td>Project Manager at the Project Implementing Partner</td>
</tr>
<tr>
<td>Learning and decision making at project level</td>
<td>Project Manager at the Project Implementing Partner</td>
</tr>
<tr>
<td>Reporting at Field level</td>
<td>M&amp;E officer at the Project Implementing Partner</td>
</tr>
<tr>
<td>Reporting at Project level</td>
<td>Project Manager, Project Implementing Partner</td>
</tr>
<tr>
<td>Project Monitoring at Country level</td>
<td>M&amp;E Officer at Country Lead Organization in close collaboration with M&amp;E PIPs for cross pillar learning</td>
</tr>
<tr>
<td>Learning and decision making at Country level</td>
<td>CEO of Country Lead Organization in close collaboration with CEO/PM PIPs</td>
</tr>
<tr>
<td>Reporting at Country level</td>
<td>CEO of the CLO</td>
</tr>
<tr>
<td>Reporting at CSC and Donor levels</td>
<td>CEO of the Executing Agency</td>
</tr>
</tbody>
</table>

6.4 Data Collection Tools

Tools to be used for collecting qualitative data will include observation, one-on-one interviews, focus groups discussions and case studies, while quantitative data will be collected using surveys, questionnaires, structured interviews and observing and recording well-defined events.

For routine monitoring purposes, the main data sources include interviews, farm level records and observations. Monitoring can be done using site visits, phone discussions, conference calls and skype or emails. Reliability of data thus collected will depend on the diligence and accuracy of the people collecting it.

Mobile applications and on-line data collection platforms will be used to enhance MERL functions. The process of developing on-line data collection apps specifically for the project is ongoing.

6.5 Data Collection Template

One of the key templates used to capture project monitoring data is the field visit report (Table 3). It is important that officers who go out to the field, file a field report detailing the purpose of the visit, the findings regarding progress on implementation and results achievements and recommendations. Information in such reports will be the basis for compiling periodic technical reports to the oversight and coordinating organs, when due. Below is a sample field visit report, which should contain the following information:

- Status of activity implementation compared to planned activities in the work plan;
- Actual outputs compared to targets for that time frame;
- Explanation of variances between actual and planned activities;
- Explanation of variances between actual and target outcomes/outputs;
- Challenges faced in implementation;
- New opportunities emerging as a result of exogenous events;
- Photos taken during field visits;
- Vignettes or success stories and observations; and
- Recommendations;
Table 3: EOA-I Field Visit Report Template

<table>
<thead>
<tr>
<th>Name of Pillar:</th>
<th>Implementing Partner:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of the Value Chain:</td>
<td></td>
</tr>
<tr>
<td>Name of Field Officer:</td>
<td></td>
</tr>
<tr>
<td>Date of Field Visit</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Activities and outputs/Outcomes</th>
<th>Planned Activities for the reporting period</th>
<th>Progress of activities during the period</th>
<th>Variance</th>
<th>Explanation for the Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 1.1.1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity 1.1.2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Challenges experiences
1.
2.

Opportunities identified
1.
2.

Success Stories
1.
2.

Project Field or M&E Officer
Name: ________________________
Signature: ____________________
Date: ________________________

Supervisor:
Name: ________________________
Signature: ____________________
Date: ________________________

6.6 The MERL Plan

The attached Annex 6 is the Phase II master MERL plan for EOA-I. It captures elements of an MERL plan at the overall EOA-I project level, including the impacts, outcomes and outputs together with their indicators targets, means of verification (data sources) and assumptions and risks which may affect achievement of the results.

The master MERL plan is a broad guide to all EOA-I partners on what should be monitored to ensure contribution to the higher-level goals and objectives. However, it is not for use by individual implementing partners. Each partner is expected to develop its own MERL plan that reflects details of its specific results and activities, which should to be approved by BvAT, together with a work plan, before implementation commences. The work plan shows breakdown of the activities in the master MERL plan into lower level activities and their related outputs or process results. At this level, the MERL plan will focus more on process (activity) level indicators and a few output indicators, in accordance with the specific work plan for the implementing partner.
6.7 Project Evaluation

The purpose of evaluation is to assess the efficiency and effectiveness of the project implementation. Evaluation will therefore serve a learning purpose for EOA stakeholders. There shall be one external evaluation undertaken by external consultants at the end of this phase in 2022 under the co-lead of SDC and BvAT.

For evaluation to serve its purpose, evidence and information priorities will be identified specifically to support the most promising contributions to outcomes. Selected evaluation activities will complement information provided through monitoring.

A data collection plan will be designed by an external consultant, who will in consultation with the Executing Agency decide on the types of data to be collected, the data collection tools and the analysis and interpretation of data.

6.8 Project Reporting

6.8.1 Technical Reporting:

Technical reports are key to this project as they will inform the implementation strategy, serve the accountability function and provide information for institutional learning.

Challenges that hampered the reporting function during Phase I of EOA-I included:

- Insufficient capacities in personnel resources and technical skills as cited by stakeholders during the external evaluation and the Eastern and West Africa Planning and Validation workshops.
- Lack of uniform procedures for reporting on policy or legislative changes that take longer to be realized than the reporting periods. There was no provision for incremental steps or milestones that show if the right change is being realized in piecemeal. Such results such as policy advocacy and mainstreaming may need to be broken down and reported in steps or milestones. This is necessary especially when such incremental steps and positive characteristics are clearly visible as the change from inputs to impact is realized.
- Greater focus was placed on M&E as an accountability function. This missed out on the steering, learning and knowledge creation utility of the M&E system and down-played the immediate benefits of monitoring to the implementing organizations. This also dampened the drive to undertake the M&E function and was compounded by the fact that disbursement of funds was not forthcoming.

As in Phase I, the EOA-I reporting in this new Phase will be undertaken bi-annually covering both technical and financial aspects (Table 4). The technical report will be viewed both as a case to funders for continued support and the need to demonstrate effectiveness of interventions. Going forward, reports will be results-based; quantify achievements as far as possible; compare actual with expected results and provide plausible explanations for variances. Reports will also contain illustrations such as photos, text boxes, quotations and at least 1 to 3 success stories and, indicate unforeseen challenges and/or opportunities that may require new strategies or project redesign. Reports will acknowledge involvement of others (partners, stakeholders and beneficiaries) and the degree of attribution, in the achievements made by the project. Below is a sample technical reporting template, which may be modified to suit the implementing partners’ situations.
Table 4: Mid-Year Progress Technical/Operational Reporting Template

<table>
<thead>
<tr>
<th>MID-YEAR REPORTING FOR THE YEAR XXX</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Title: XXXX</td>
</tr>
<tr>
<td>Reporting Period: XXXX</td>
</tr>
</tbody>
</table>

**Activity Implementation for the half a year under Output 1.1**

<table>
<thead>
<tr>
<th>Activities</th>
<th>Planned Activities for the period</th>
<th>Target Activities for the period</th>
<th>Actual Activities for the period</th>
<th>Progress between reporting Periods</th>
<th>Analysis and remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 1.1.1</td>
<td></td>
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<tr>
<td>Activity 1.1.2</td>
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</tr>
</tbody>
</table>

**Achievements during half a year under Outcome 1**

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Indicator Baseline</th>
<th>Indicator Targets</th>
<th>Actual Achievement</th>
<th>Progress Between Periods</th>
<th>Analysis and Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 1.1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 1.2</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

**OUTCOME 2:**

| Output 2.1        |                    |                   |                    |                            |                      |
| Output 2.2 etc.   |                    |                   |                    |                            |                      |

**Challenges experiences**

1. 
2. 

**Opportunities identified**

1. 
2. 

**Success Stories**

1. 
2. 

<table>
<thead>
<tr>
<th>Project Field or M&amp;E Officer</th>
<th>Supervisor:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name: ________________________</td>
<td>Name: ________</td>
</tr>
<tr>
<td>Signature: ___________________</td>
<td>Signature:</td>
</tr>
<tr>
<td>Date: ________________________</td>
<td>Date: ________</td>
</tr>
</tbody>
</table>
Table 5: Annual Technical Reporting Template:

<table>
<thead>
<tr>
<th>ANNUAL REPORT FOR THE YEAR XXX</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Title: XXX</td>
</tr>
</tbody>
</table>

### Activity implementation for the year under Outcome 1

<table>
<thead>
<tr>
<th></th>
<th>planned Activities for the period</th>
<th>Target Activities for the period</th>
<th>Actual Activities for the period</th>
<th>Progress between reporting Periods</th>
<th>Analysis and Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activity 1.1.1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activity 1.1.2</td>
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<td></td>
</tr>
</tbody>
</table>

### Achievements under Outcome 1

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Indicator Baseline</th>
<th>Indicators Planned</th>
<th>Actual Achieved</th>
<th>Progress between reporting period</th>
<th>Analysis, Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 1.1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 1.2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 1.3 e.t.c</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

### OUTCOME 2:

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Indicator Baseline</th>
<th>Indicators Planned</th>
<th>Actual Achieved</th>
<th>Progress between reporting period</th>
<th>Analysis, Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Output 2.1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 2.2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 2.3 e.t.c</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Challenges experiences
1.
2.

Opportunities identified
1.
2.

Success Stories
1.
2.

Project Field or M&E Officer | Supervisor:
Name: ______________________________ | Name: ______________________________
Signature: _________________________ | Signature: _________________________
Date: ____________________________ | Date: ______________________________
6.8.2 Financial Reporting

Financial report will cover the financial aspects detailing how the funds have been used, balances and explanations for over or under expenditure or budgeting (Table 6). The approved funds for SDC’s contribution towards the 2019-2022 EOA-Initiative in the participating countries shall be released to the CLOs for further disbursement to the country implementing partners in two installments (biannually) in line with the new granting system to be approved by SDC.

The first disbursement shall be made on signing contract agreement between BvAT and CLO and the subsequent payments every six months on submission of the progress and annual reports (both financial and technical) and other agreed upon documents, after being checked, verified and accepted by BvAT. This would enable BvAT to verify project progress and assess extent of compliance with the agreement in comparison with the provided terms of reference. The same arrangement will be maintained between the CLO and the PIPs. The following formats are proposed for both mid and end-year financial reporting.

Table 6: Country Lead Organization Financial Reporting Template (Progress and Annual)

<table>
<thead>
<tr>
<th>Budget Items</th>
<th>Total Budget</th>
<th>Actual Expenditure for the period</th>
<th>Cumulative Actual Expenditure</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>INCOME</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income for the period</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance BF</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Income</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>EXPENDITURES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research and Applied Knowledge</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 1.1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 1.2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M&amp;E</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel Costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration costs</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Title:</td>
<td>Country:</td>
<td>Partner Organization:</td>
<td>Project Period:</td>
<td>Current Reporting Period:</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-------------------</td>
<td>-----------------------</td>
<td>-------------------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>EOA-I</td>
<td>Xxxxxx</td>
<td>Xxxxxx</td>
<td>1st May 2019 – 30th April 2024</td>
<td>Xxxxxxxx</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Budget Items</th>
<th>Total Budget</th>
<th>Actual Expenditure for the period</th>
<th>Cumulative Actual Expenditure</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>INCOME</td>
<td></td>
<td></td>
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<tr>
<td>Income for the period</td>
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</tr>
<tr>
<td>Balance BF</td>
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</tr>
<tr>
<td>Total Income</td>
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<tr>
<td>EXPENDITURES</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Research and Applied Knowledge</td>
<td></td>
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</tr>
<tr>
<td>Sub Total</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Information, Communication and Extension</td>
<td></td>
<td></td>
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<tr>
<td>Output 2.1</td>
<td></td>
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<tr>
<td>Output 2.2</td>
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<tr>
<td>M&amp;E</td>
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<td>Travel Costs</td>
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<td>Administration costs</td>
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<tr>
<td>Sub total</td>
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<td></td>
</tr>
<tr>
<td>Value Chain and Market Development</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Output 3.1</td>
<td></td>
<td></td>
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<tr>
<td>Output 3.2</td>
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<tr>
<td>Output 3.3</td>
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<tr>
<td>Output 3.4</td>
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</tr>
<tr>
<td>Project Title:</td>
<td>EOA-I</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Country:</td>
<td>Xxxxxx</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Partner Organization:</td>
<td>Xxxxxx</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Period</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; May 2019 – 30&lt;sup&gt;th&lt;/sup&gt; April 2024</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current Reporting Period:</td>
<td>Xxxxxxxxx</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reporting Currency:</td>
<td>Xxxxxxxxx</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Donor:</td>
<td>SDC</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Budget Items</th>
<th>Total Budget</th>
<th>Actual Expenditure for the period</th>
<th>Cumulative Actual Expenditure</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>INCOME</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income for the period</td>
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</tr>
<tr>
<td>Balance BF</td>
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<td></td>
</tr>
<tr>
<td>Total Income</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>EXPENDITURES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research and Applied Knowledge</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>M&amp;E</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Travel Costs</td>
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<tr>
<td>Administration costs</td>
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</tr>
<tr>
<td>Sub total</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management, Coordination and Governance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Output 4.1.</td>
<td></td>
<td></td>
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<tr>
<td>Output 4.2.</td>
<td></td>
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</tr>
<tr>
<td>Staff time contribution</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>M&amp;E</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Travel Costs</td>
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<td></td>
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</tr>
<tr>
<td>Administration costs</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Sub total</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>GRAND TOTAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Excess Incomes over Expenditure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
BvAT proposes to use this approach after lessons learnt during Phase I. There were significant unspent balances at the end of the project’s fiscal year, a situation that could have been avoided if monitoring had been enhanced. In addition, this approach would make it easy to identify collaborating partners who are not complying and provide opportunity to take the required measures before disbursing the subsequent funds.

6.8.3 Institutional Learning

The key purpose of monitoring is to foster learning for improvement, besides meeting accountability requirements. EOA-I partners should consider collating and packaging information generated during project implementation to provide knowledge for use in organizational learning and decision-making. For management decision making, an action plan will be developed with the following elements:

- a summary of the results of data analysis and interpretation.
- identification of the barriers, gaps and opportunities that may exist.
- realistic, attainable goals with short-term and longer-term timelines.
- input sought from stakeholders and affected communities.
- actions to address the barriers, gaps or opportunities.
- monitoring, evaluating and reporting of progress in meeting goals.

6.8.4 Work Plans for EOA Implementation

With reference to Annex 6 “MERL Framework for EOA Implementation in Africa”, each pillar implementing partner shall come up with their own framework detailing lower level results and targets specific to them. These two activities are underway and will be finalized by the end of April 2019. These will then form the basis for reporting on progress success in terms of attaining the project’s objectives. Success of the project will be looked at in two different ways – success in activity implementation and success in contributing to achievement of the goals and objectives.

With reference to Annex 7 “Activity Work Plan for EOA implementation in Africa”, each implementing agency will come up with a work plan in a joint planning session organized by the CLO and the NSC specific to its pillar activities. This will then be reviewed by the executing agency and eventually presented to the CSC for consideration and approval. Operationalization of the workplans will then follow as guided by the approved budgets and contracts.
7 OVERALL BUDGET

The New Phase II has been allocated a total contribution of CHF 6.0 million for four years to support EOA in 9 countries. The funds will be allocated to the following areas:

1. Technical Pillars (Key Priority Areas): Pillar 1 (Research and Applied Knowledge), Pillar 2 (Information Communication and Extension), and Pillar 3 (Value Chain and Market Development) for 9 countries (Ethiopia, Kenya, Tanzania, Rwanda, and Uganda, Benin, Mali, Nigeria and Senegal).

2. Support and Cementing Pillar 4 (Management, Coordination and Governance)

3. Country Lead Organization (CLOs) for 9 countries for coordination, overheads & personnel, NSC, M&E.

4. Secretariats and Steering Committees (2 regional secretariats & their steering committees and the Continental Steering Committee).

5. AfrONet

6. Project Management Executing Agency for project management, coordination, capacity building support to regional entities, M&E).

The detailed budget is provided in Annex 8 and summary budget in Table 7.

Table 7: Budget Summary for EOA Initiative Phase II 2019-2022 (in US Dollars)
Phase I experienced uncertainty, challenges and significant risks and these limited partners taking advantage of resources and opportunities available to them. The risks revealed are summarized as engagement risks, partner risks and external risks. These were revealed through the Executing Agencies own monitoring of partners’ performance and the OCA assessment report and hence greater focus on risk management in this new phase will become a very important component to ensure partners have organizational capacity to perform assigned activities with improved project success. This Second Phase therefore proposes a project risk management plan that addresses the process behind risk management and the risk assessment allowing Executing Agency to identify, categorize, prioritize, and mitigate or avoid these risks ahead of time. The Executing Agency will be prepared to cancel the partnership in cases of negative assessment and should the risks be too high to tolerate.

For all the types of risks possible probability of risk occurring is rated on a four-point Likert-type scale: Low:1, Medium:2, High:3, Very high:4. Similarly the impact of the risk (potential damage) is rated as Low:1, Medium:2, High:3, Very high:4. Each risk is considered as a product of probability of occurrence (P) and impact (I).

The overall risk assessment is considered significantly intermediate to high on all-risk categories especially for partner engagement risks. The following dimensions show an intermediate risk (knowing that low risk is 1-3, intermediate (4-7) and high risk (8-16).

8.1 Engagement Risks

Table 8: Engagement Risks

<table>
<thead>
<tr>
<th>Main identified risks</th>
<th>Probability of incidence</th>
<th>Impact (I) (potential damage)</th>
<th>Risk (P*I)</th>
<th>Comments and planned measures (for mitigation or others)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk related to the intervention’s strategy</td>
<td>2</td>
<td>3</td>
<td>6</td>
<td>The (ecological) organic agriculture concept is relatively new compared to conventional agriculture and it requires extensive investment, lobbying and promotion. The approach of mainstreaming through National Platforms requires broad mobilization of relevant stakeholders.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>The risk relates to:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(1) Not being able to mobilize and sustain the relevant stakeholders,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(2) Failure to influence/change national policy making that is still oriented to conventional ways of agricultural production, and</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(3) Lacking consistently political will to endorse change to alternatives.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>(4) Failure to achieve coherence among the pillars of the strategy and create significant impact to influence practice and policy action.</td>
</tr>
</tbody>
</table>

Measures

➔ Identify and use influential public figures/celebrities that can mobilize various stakeholders in support of EOA-I at national, regional and continental levels.
Undertake stakeholder mapping to identify key strategies and entry points of bringing on board policy influencers in support of EOA-I.

- Use evidence-based research packaged in policy briefs to reach, influence and create awareness among policy makers.
- Package EOA-I as an incentive to producers through use of strategies like business development service (BDS) that ensure producers get value for money.
- Ensure pillar have greater interconnectedness and inform each other.
- Aim for low hanging fruits where impact can be generated and reported about.

<table>
<thead>
<tr>
<th>Risks related to dysfunctional partnerships</th>
<th>3</th>
<th>4</th>
<th>12</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
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<tr>
<td></td>
<td>The related risks were identified during the pilot phase as well as in Phase I. Assumptions of finding and working with functional partners, that is, partners who had sound administrative and financial systems and were committed to the cause of EOA agenda were not made valid. Encountered risks in Phase I of weak and dysfunctional partners were in terms of financial management and control systems, external relations, weak partnership building through CAADP focal points and Ministries of Agriculture (MOA), weak organization leadership among others.</td>
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</tbody>
</table>

**Measures**

- BvAT has developed guidelines for selection of co-implementing partners and how to enhance compliance to contractual agreements. It must be acknowledged that the national platforming processes are of a participatory and inclusive nature.
- BvAT has also put in strategies to review the grants management system used in Phase I to bring in a more robust system that partners competitively win bids to implement EOA-I at country levels.
- Renegotiation, identifying concept-friendly broad-based partners, identifying champions in agriculture line ministries to bring to the front of efforts, complementary awareness creation and sensitization efforts.
- Competitive and performance-based granting system to be applied, setting incentives for functional partnerships.
- Have all partners prepare an action plan for addressing weaknesses identified through previous assessments and monitoring. Any previous partner continuing in the second phase will be given a score card of where they stand in their level of risk management.

<table>
<thead>
<tr>
<th>Risks related to funding and disbursement</th>
<th>2</th>
<th>4</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td></td>
<td>The related risks revolve around: (i) Late disbursement of funds, which could lead to delays in project implementation. (ii) Exchange rate fluctuation.</td>
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</tbody>
</table>
### Measures

- BvAT will strive to enhance compliance of implementing partners to minimize delays in disbursement of funds.
- Contracting process will be fast-tracked

<table>
<thead>
<tr>
<th>Risks related to human resource management</th>
<th>2</th>
<th>4</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risks revolve around staff incompetence, turnover and shortage. Experience from previous phase shows how some organizations were derailed in their operations when key staff left their organizations (NOGAMU and PANOS-Ethiopia are key here).</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**Measures**

- Partners will be required to dedicate specific staff to be responsible for the EOA project. In case of staff leaving a quick change management plan should be put in place. Discussions and strategies on coping with such incidences will be enhanced with partners.
- Encourage partners to bring on board volunteers as well as involvement of students through internships and student attachments. Experience has shown that such resources add value to the project.
- Through capacity building plans ensure partners have in place HR policies and procedures that provide guidelines for a conducive working environment for staff, follow competitive recruitment procedures as well as develop contracts for staff.
- Strategically enhance the capacity of partners at country level to take lead in resource mobilization and fundraising strategies at the National level to bring in more funds to support human resources.
- Partners to participate in trainings (in-house or externally organized) relevant to strengthening the human resources

<table>
<thead>
<tr>
<th>Risks related to sustainability</th>
<th>3</th>
<th>5</th>
<th>15</th>
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<tbody>
<tr>
<td>The continuation of the project or related activities beyond anticipated funding is very key to developing ecologically sustainable agriculture. The related risks revolve around limited beneficiaries’ ownership of the project as well as their active participation in project implementation and limited traction of other development partners.</td>
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</table>

**Measures**

- Ensure partners implement EOA-I related activities that are widely accepted by the communities and the government (local and national).
- Enhance awareness creation on importance of EOA at country level (as eco-friendly
farming practices that can use locally available materials).
- Ensure partners identify value chains that offer value for money for farmers, the private sector and the government.
- Link the project to partners implementing similar projects or projects that can provide synergy and complementarity.
- Develop a communications strategy to report on the success stories of the project and share these widely through websites, public media, networks and partners.

Overall, the Engagement Risks with country partners are considered high. In case the implementing partners and National Platforms are not effective in carrying out their mandate, they can be re-constituted to bring in devoted, committed and active members. The Executing Agency, the Continental Steering Committee and other institutional structures at regional and national level will be required to encourage and support partners to engage the measures proposed.

8.2 Partner Risks

The elements considered for assessment of partner risk include integrity, reputation, experience, values and ownership of management; structure and functioning of governing bodies, key comments resulting from references, findings from capacity assessments, etc. The Partners Organizational Capacity Assessment (OCA) exercise was commissioned during Phase I. The main focus of the assessment was on the partner’s capacity to plan, implement, monitor programmes and respond to expectations of the EOA initiative. The exercise revealed that only 11 out of 30 implementing partners, were low risk, suggesting that majority were of concern. Further, 25% of the partners, despite being capable, did not fit with the pillar activities they were working on. With a little more than a third of partners facing issues on programme delivery, this explains why it was felt there are concerns about the operational efficiency of the initiative. On financial management and control, 26% of the partners were ranked ‘significant’ and ‘high risk’. Significant risk indicated an underdeveloped financial management system or control framework with a significant likelihood of potential negative impact on the IP’s ability to execute the programme in accordance with the work plan and donor requirements. High risk indicated an underdeveloped financial management system and control framework with a significant likelihood of potential negative impact on the IP’s ability to execute the programme in accordance with the work plan and donor requirements.

Some of the risks encountered during Phase I led to collapse of National Organic Agriculture Movements (NOAM) like NOGAMU in Uganda and Mobiom in Mali, and collapse of pillar implementing partners (PIP) like PANOS Ethiopia. Partners with weak financial internal control systems as the case with FENAB the NOAM of Senegal, and ASPAB (PIP) in charge of Information and Communication in Senegal led to limited impact on the ground. On the basis of the experience of the first phase we identify the partner risks in Table 9 as being high and propose measures to mitigate against their re-occurrence or having further adversarial effects. Annex 9 presents the categories of stakeholders and their strengths and opportunities as well as weaknesses and threats.
### Table 9: Partner Risks

<table>
<thead>
<tr>
<th>Main identified risks</th>
<th>Probability (P) of incidence</th>
<th>Impact (I) (potential damage)</th>
<th>Risk (P*I)</th>
<th>Planned measures (for mitigation or others)</th>
</tr>
</thead>
</table>
| **Risk related to the financial management of partners**   | 3                            | 4                             | 12         | There is risk of partners not having the capacity and reliable and relevant systems for operational and financial controls for proper financial management. The OCA report ranked 26% of the partners as ‘significant’ and ‘high risk’ on the financial management and control dimension. Measures:  
  ➔ In Phase II, BvAT using a new grants management system will revise the partner selection process that will reach out widely to stakeholders and ensure a fair and competitive process. Stakeholders would also be held accountable to applying a standard EOA implementing partner selection criteria.  
  ➔ BvAT will conduct due diligence on selected partners to verify that they meet minimum standards and have the required capacity to deliver on assigned EOA mandate.  
  ➔ Support capacity building on financial management.  
  ➔ Increased level of monitoring at country level.  
  ➔ Share specific report on implementing partners’ financial management and control systems and recommendations for each partner to take responsibility to adopt, plan and budget for them. |
| **Risk related to inappropriately project implementation & management** | 3                            | 3                             | 9          | Where many partners are involved and there is no sufficient quality information produced by the partners there is risk of not adequately tracking progress made. Moreover, lack of tools for identifying and managing organizational risks and also devising ways to mitigate them portends high risk. Hence, compliance by partners to preparedness and readiness to identify and address risks in project implementation and management will be key to the successful execution of the entire project:  
  ➔ The proposed new grants management system anticipates partners to implement the project effectively and efficiently. This will be based on assessment of partners selected to ensure they have capacity to use and account for the funds properly. Such assessment will include checking the Board and Senior Management are honest, basic bookkeeping systems are adequate (cashbooks and supporting documents), cash and bank are adequately controlled, spending is properly authorized and the organization will be able to account for the grant. |
A robust Monitoring Evaluation Reporting and Learning (MERL) framework has been put in place with appropriate data collection tools. This will ensure partners actively undertake monitoring and evaluation as a measure to streamline project management and capture impact.

Intervention through review of partners’ work plans, budgets and reports (both financial and technical) by the National, Regional and Continental Steering Committees will ensure partners accountability and delivery as expected.

Consideration of award system for committed and credible co-implementing partners of the initiative by way of popularizing good practices on EOA website.

Management of partner organizations will be required to review their organization and project related risks and develop a risk register and procedures to mitigate identified risks.

Partners will be further trained in importance and necessity for ensuring adequacy and timeliness of operational and financial reporting, quality of audit report, publications and materials produced.

Overall, the **Partner Risks** are considered high. Although most of the implementing partners selected to implement the project are credible and committed to EOA-I, some are relatively weak in many respects. Guidelines on how to manage institutional risks will be shared with partners and close monitoring by the Executing Agency enhanced. The CSC and donor SDC will always be informed immediately should any challenge occur.

The **partner risk assessment**, as related to the Executing Agency, the main implementing partner that receives funds and is accountable to SDC is low. BvAT has undergone three due diligence assessments by other donors (SSNC and BMZ) and found to be credible and with sound administrative and financial systems. The Executing Agency has guidelines for partner selection and capacity strengthening which will be closely used during the period of project implementation.

### 8.2 External Risks

This phase recognizes that there are external risks that may be beyond the control of the project partners and hence could be generally more difficult to predict and control. However, it is anticipated that accurate assessment of the external risks in addition to engagement and partner risks could go a long way toward the successful completion of the next phase. In Table 10 we identify some external risks and planned measures for mitigation.

**Table 10: External Risks**

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<thead>
<tr>
<th>Main identified risks</th>
<th>Probability (P) of incidence</th>
<th>Impact (I) (potential damage)</th>
<th>Risk (P*I)</th>
<th>Planned measures (for mitigation or others)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk related to political environment</td>
<td>2</td>
<td>3</td>
<td>6</td>
<td>The risk revolves around civil instability, which can greatly hamper project implementation. So far there have been some incidences of anticipated hostile political environments following national elections</td>
</tr>
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</table>
affecting holding of some continental EOA events (conferences).

Measures:
- EOA partners develop safety policies and procedures that take into account country civil instabilities in their contexts.
- Develop safety training programmes and guidelines that can be used by partners.
- Seek the support of the general public, local governments, their home countries, international organizations, and the media to cope with unforeseen civil unrest threats.
- Ensure partners strengthen good country relations with embassies, national and local governments, security arms for ease of assistance and repatriation.
- Familiarize with calendar of elections for different countries and act apolitically.

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<thead>
<tr>
<th>Risk of climate change</th>
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<th>3</th>
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<tbody>
<tr>
<td>The risk revolves around unfavorable production environment – floods, drought, pests and diseases etc. that can affect adoption of practices promoted by the initiative. However, the initiative itself proposes practices that are resilient to effects of climate change.</td>
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<tr>
<td>Support development of policies that encourage good agricultural and environmental practices.</td>
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<tr>
<td>Adopt a communication strategy that should increase understanding of the causes and effects of climate change and how to address the phenomenon. Stakeholders need to internalize that this is a real problem, needs to be discussed and is not just an issue for discourse.</td>
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<table>
<thead>
<tr>
<th>Risk of unfavorable policy environment</th>
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<th>3</th>
<th>9</th>
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</thead>
<tbody>
<tr>
<td>This revolves around passing of laws that do not support organic agriculture or failure to promote policies, laws and regulations that favor organic agriculture. This is likely to be influenced by continued control and dominance of the Agricultural research agenda by multi-national corporations who influence skewed support in favour of industrial agriculture in national programmes.</td>
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<tr>
<td>EOA partners maintain good relations with powerful groups (e.g., policy makers and influencers, the media, labor unions, business coalitions, industry associations, consumer associations, and protection groups) in host countries, regionally and at continental levels.</td>
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<tr>
<td>Take part in public and government various development forums to maintain good relations with the local stakeholders.</td>
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<tr>
<td>EOA partners implement EOA activities that are free from discrimination and opposition thus gaining public support.</td>
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<tr>
<td>With success stories and advocacy efforts, the benefits of EOA to be brought to the attention of policy makers and the general public.</td>
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9 EXIT STRATEGY AND SUSTAINABILITY

The EOA Initiative supports promotion of food and agricultural systems in a sustainable framework where livelihood outcomes (sustainable use of natural resources, food security, income, well-being, vulnerability, resilience, and adaptability) are integrated in a holistic approach across sustainable value chains. Within this framework, the EOA initiative will be linked to similar initiatives in the continent such as the BMZ/GIZ supported knowledge hubs for organic agriculture for synergies, complementarities and collaborations. Besides, the initiative is exploring other strategies for continuous support beyond SDC’s contribution, some of which are detailed in section below.

9.1 Financial sustainability

With the Secretariats at national, regional and continental in place, strategic resource mobilization and fundraising will be a key activity throughout this phase; by fully having them support fundraising and responding to relevant calls for proposals and concept notes, making inquiries to potential organizations and diversifying the current donor base beyond the current few main donors (SDC, SSNC and AU with support from some EU countries).

The introduction of a business development approach in the implementation of the project is expected to stimulate the involvement of private sector across the value chain (VC) (production, processing, marketing and consumption). Additionally, the participating partners will be expected to mobilize resources to leverage on the funded activities. The Initiative will also leverage on upcoming and already existing initiatives (for synergies, complementarities, cost sharing, scaling up etc.) such as the BMZ/GIZ Knowledge Hubs, Green Innovation Centers (GICs), Productivity and Profitability of Organic and Conventional Farming Systems (ProEcoAfrica) and other organic agriculture (OA) projects outside the EOA Initiative. The proposal to have the African Union launch a coalition of International Partners to support EOA in Africa consistent with its own Decision on Organic Farming will also be a great step towards traction for EOA support.

The Initiative anticipates that the African Union Commission (AUC) and the Regional Economic Communities - RECs (East African Community (EAC), Economic Community of West African States (ECOWAS), Intergovernmental Authority on Development (IGAD), Southern African Development Community (SADC)) will be approached for buy-in and invited to join regional platforms and the CSC and take over funding for the Secretariats to ensure continuity of their operations. Collaboration with ATPS and the EOA CSC Secretariat’s proactive engagement with the RECs and renewed New Partnership for Africa's Development (NEPAD) Planning and Coordinating Agency (NPCA) Agency will be necessary. At the implementation level, it is expected that the national governments (all relevant ministries) will show support to the projects implementation by allocating national budgets to the project. Implementing partners especially those in the marketing sector will also be encouraged to participate in value addition of and sale of organic products to bring in sustainable revenue as well as sustaining the project through membership fee mobilization.

9.2 Institutional level

During the implementation of the project, several institutions involved in Phase I will continue to be involved while new partnerships will be forged, including farmers’ cooperative societies, multi-stakeholder’s fora consisting of producers, value chain actors, processors and policy makers, research institutions, and extension service providers that will enhance stability and help in spreading the goal of EOA-I. The Initiative will develop linkages with such organizations and also with existing agricultural training and education institutions and other initiatives. At the implementation level, a strong communication and outreach strategy is used to help in showcasing project results to a larger audience through various communication platforms like
social media, webpages and sustained donor emails. Volunteer and interns will be used to render their expertise across the various EOA-I institutions for project delivery at minimal cost.

9.3 Network level

The initiative will work towards developing strong anchorage nationally, regionally and continentally and link to AfrONet, NOAMs (National Organic Agriculture Movements), research and training institutions and utilize their infrastructure in the region to generate and disseminate knowledge. It will also strengthen and tap into transnational African networks of scientists such as FARA (Forum for African Research in Africa), NOARA (Network for Organic Agriculture Research in Africa), CGIAR Centers [World Agroforestry Centre, International Center for Tropical Agriculture (CIAT), International Institute of Tropical Agriculture (IITA)], other international research centres such as ICIPE and International Centre for Research in Organic Food Systems (ICROFS), and linking to European initiatives and institutions. Various EOA research data base have been populated and continue to be generated under research, training and extension pillar. The online data base continues to be a source of valuable information to farmers, extension agents and agricultural practitioners and policy makers in propelling the EOA initiative. Curriculum mainstreaming in public and private institutions has been undertaken in most of the project implementation countries at various academic levels ranging from certificate to PhD level. This will ensure sustained capacity development and dissemination of organic agriculture to various stakeholders including students, trainers and various practitioners beyond the project phase.

9.4 Public sector level

Engaging with national governments will be essential to make the framework conditions for organic farming and organic food positive. Consumer sensitization will continue to be done to ensure demand for organic produce. The EOA initiative has so far been owned by the African governments involved in the SDC support at various levels (County to National level). EOA has been mainstreamed in various National policies, strategies and plans. This will ensure Government ownership and implementation of various key components in terms of good practices at National level and will ensure budgetary allocations and implementation. Given that the initiative is only in 8 countries, having the AU and NEPAD (now the AU Development Agency AUDA) come on board and score African countries on their commitment to implement the Decision on Organic Farming will be a necessary stimulus to engage more with the public sector.

9.5 Private Sector level

Developing and implementing strong Public Private Partnerships (PPPs) engagement models will also ensure support from different stakeholders and encourage more investment in EOA. The markets systems development strategy will bring on board private sector firms involved in supply of various business support services including value addition, which will create sustainable market conditions for continued participation of producers and other value chain actors beyond the life of this project.

9.6 EOA Structures

The setup of EOA structures from local, national to continental levels with institutional representation in the structures ensures continued ownership at the institutional level post project closure. For instance at the local level, the project target is the small-scale farmer who will be involved in project delivery as a long-term ownership strategy beyond project phase with the skills and organic farming practices gained by farmers in the project being transferable and replicable. At the national level, the involvement of the local government and its departments will ensure access to government projects and initiatives that the project can leverage on. Such government initiatives are permanent and will help in sustaining the EOA project activities beyond the project duration.
10 ANNEXES

ANNEX 1: List of abbreviations and acronyms
ANNEX 2: TOR for Development of Grants Management System and Tools
ANNEX 4: TOR Baseline Study
ANNEX 5: Monitoring, Evaluation, Reporting and Learning (MERL) Framework
ANNEX 6: Activity Work Plan for EOA Implementation in Africa
ANNEX 7: BvAT Organogram
ANNEX 8: Budget for Ecological Organic Agriculture Initiative Phase 2019 - 2023
ANNEX 9: Stakeholder SWOT Analysis