



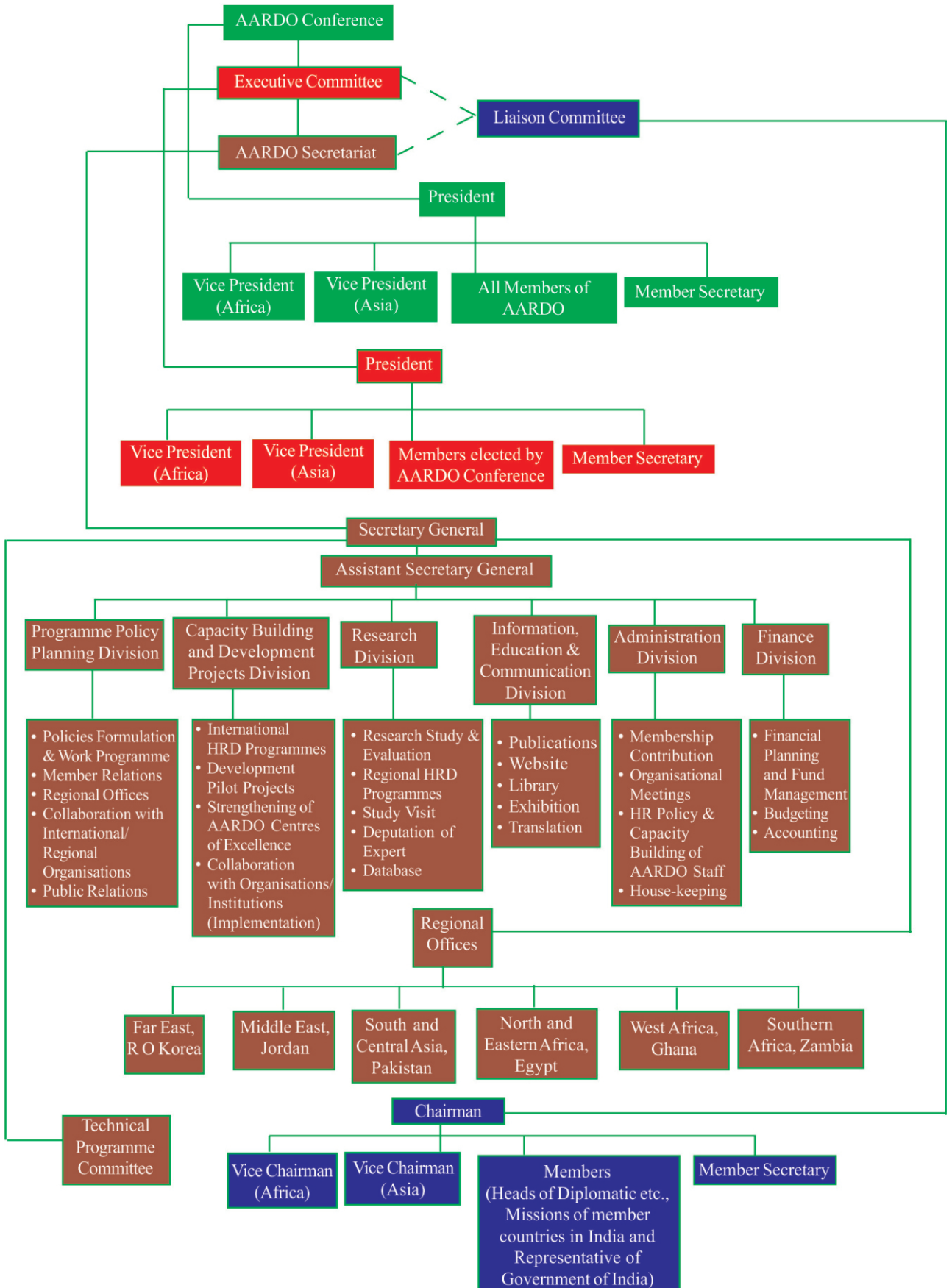
AARDO STRATEGIC FRAMEWORK

2021-2030



AFRICAN-ASIAN RURAL DEVELOPMENT ORGANIZATION (AARDO)

ORGANISATIONAL SET-UP



STRATEGIC FRAMEWORK 2021-2030



Cooperation for Sustainable Development

**AFRICAN-ASIAN RURAL DEVELOPMENT ORGANIZATION (AARDO)
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PREFACE

AARDO member countries and the world is more and more reckoning that rural development has to be tackled as a persistent urgent mission to overcome a series of challenges in fast changing landscapes in national, regional and global contexts, which are exacerbating issues of livelihood, sustainability and exclusion. rural reconstruction, rural development and rural transformation are the essence of AARDO, since 1962.

It was solemnly reaffirmed, during the Golden Jubilee Celebration in March 2012, which came up with the “AARDO Declaration on Rural Development” that AARDO was an indispensable common Organization of the African-Asian rural population and members committed their generous devotion of time, resources and expertise to further strengthen and expand AARDO so that it plays its continued historical role in ensuring inclusive and sustainable rural development in Africa and Asia. The Declaration also spotlighted the need to strengthen AARDO and make it a vibrant platform for seeding new ideas and sharing experiences as well as to cement cooperation among AARDO member countries and other organizations dedicated to the task of rural development.

Besides the indirect, induced and catalytic roles pertaining to capacity building & competency development, through HRD programmes and exchange of experts, and facilitating implementation of pilot development projects, AARDO must be able to diversify its activities for greater support to its member countries.

Although rapid and mega changes occurring in practically all fronts make long term planning blurry, a systematic visualization of AARDO by 2030 is warranted by the need to galvanize the efforts of all stakeholders.

A long term strategic visioning for AARDO was prominently felt and articulated at the 19th General Session of AARDO Conference held in Kuala Lumpur, Malaysia in March 2018, where H.E. Yb. Dato Sri Ismail Sabri Bin Yaakob, Minister of Rural and Regional Development, Government of Malaysia desired that AARDO should develop its strategic plan towards 2030, taking into account

the emerging issues in rural development as well as the declining rural population, especially among the youth. Moreover, the strategic plan should complement the United Nations Sustainable Development Goals.



Similar directives and sentiments were further echoed by different governing bodies and members of AARDO. The Chairman of the Liaison Committee of AARDO, H.E. Dato' Hidayat Abdul Hamid, High Commissioner of Malaysia in India, expressed the hope that AARDO would work to develop a strategic plan towards 2030 taking into account the emerging issues such as declining rural population, especially among the youth. Further, H.E. Dato Dr. Ahmad Jailani Bin Muhamed Yunus, Secretary General, Ministry of Rural Development, Government of Malaysia and Honourable Chairman of Executive Committee of AARDO, while approving the provisional agenda for the 72nd Session of Executive Committee, had advised the AARDO Secretariat to include agenda item on "Developing a Strategic Plan for AARDO". Thus, pursuant to the directives of the Honourable President of AARDO and decisions of its governing bodies, a draft strategic framework for AARDO 2021-2030, was put up by the Secretariat and subsequently approved by the 20th General Session of AARDO conference held in December 2021.

This is a detailed document based on broad data analysis, comprehensive review and wide-range assessment of achievements and future challenges. Its cornerstone underscores the need to find new pathways to bring resilience to shocks & vulnerabilities and simultaneously support vibrancy & buoyancy in rural economies of Africa and Asia and hence, to assist them in achieving inclusive growth, UNSDGs and African Union agenda 2063.

The framework reflects the aspiration and willingness of making AARDO a robust intergovernmental entity in the changing

landscape with the dynamic mega changes and challenges.

The catalytic role of AARDO and its overarching goal of rural transformation is underscored under this framework to support and complement the member countries initiatives in further improving the standard of living and transforming their rural communities, through reviewed and reformatted traditional programmes, complemented by a series of innovative reforms and programmes.

Although some strategic trade-offs, has obviously necessitated prioritization to arrive at feasible optimal strategic mix, emanating from a detailed analysis of rural landscapes and looming challenges in Member Countries followed by meticulous scrutiny of SWOT of AARDO, this road map provides a framework to re-engineer general orientations of AARDO and the Secretariat over the next decade. As a strategic framework, it will guide present and future reforms and reorientation and recalibration of strategies to enhance delivery capabilities in light of new challenges and to better support member countries.

With this long term visioning, AARDO will not only remain an ardent advocate and an indispensable facilitator of sustainable agricultural and rural transformation, but will increase its visibility, attract more members and develop more fruitful partnerships. It will confidently pursue building capacities, while devising more effective strategies towards enabling achievement of inclusive sustainable development from poverty, gender inequality by introducing and implementation of various policies and measures relating to sustainable development, climate change and resource efficiency.

AARDO will also strive to corroborate its programmes with SDGs and to better leverage funds and strategic partnership for effective rebuilding and inclusive bounce back for rural resilience and genuine rural transformation in its member countries.

With five clearly elaborated strategic objectives, AARDO's programmes would be nudged towards achieving the maximum output from the available

resources so as to ensure its ramifications have significant optimum bearings and meaningfully impact on livelihoods of rural dwellers of its member countries. The Strategic Framework has a two-fold purpose; firstly for external use: besides galvanising member countries, it will be a strategic document to leverage and approach donors and partners, with flexibility, transparency, and clarity. Secondly, for internal use: it will guide the work of the Secretariat and the contours of allocation of resources to implement plans and programmes approved by competent authorities of AARDO over the next decade.

This ten-year strategic framework has been methodically and meticulously conceived by AARDO to herald it into a more impactful platform better enabling Sustainable Agriculture and Rural Development (SARD) in Africa and Asia.

The continuous professional guidance of governing bodies of AARDO and strong political commitment with adequate resources, coupled with effective institutional arrangements and devoted staff would be basic requisites and sine-qua-non conditions to enable all stakeholders to constructively engage in all stages of earmarked reforms and strategies to attain all the strategic objectives of this Strategic Framework 2021-2030.

I duly acknowledge the direct and indirect contributions of a number of previous and present Chairpersons, Committee members, policy makers, researchers, technicians, Centre of Excellence, Nodal Officers along with the professional support of the staff of the Secretariat for putting up this draft Strategic Framework 2021-2030.

While admitting that its implementation will be demanding and would require support of member countries, collaborating international/regional organizations, leading funding partners/donors as well as other stakeholders, the AARDO Strategic Framework hopes to achieve its objectives by 2030.

New Delhi
India

Dr. Manoj Nardeosingh
Secretary General

ACKNOWLEDGEMENT

The African-Asian Rural Development Organization (AARDO) expresses its sincere thanks to the esteemed member countries for their kind cooperation in conceiving and approving this historic Strategic Framework 2030 document and in committing continuous support towards its implementation.

The Organization profusely thanks the Honorable Ministers and high-level dignitaries of the member countries for approving this visionary framework at the 20th General Session of AARDO Conference held in December 2021. Prior to the AARDO Conference, the Strategic Framework was duly discussed and recommended by the 72nd Session of AARDO Executive Committee. The participating delegates in both organs of the governing body deserve special appreciation for their valuable comments/additions.

The AARDO Secretariat expresses its earnest and special thanks to H.E. Yb. Dato Sri Ismail Sabri bin Yacoob, the then President of AARDO and Minister of Rural and Regional Development and now the Honourable Prime Minister of Malaysia who, while inaugurating the 19th General Session of AARDO Conference in Kuala Lumpur on 1 March 2018, had urged AARDO to develop its strategic plan for 2030.

Similarly, the AARDO Secretariat is grateful and thankful to its centres of excellence and experts for having provided professional inputs in the drafting of this Framework, mostly in the form of guidance, advice and recommendations in training programmes, workshops/seminars, and round table consultations. Information on the latest trends in the rural development sector emanating from the centres of excellence has been very useful in charting the ten years road map of AARDO.

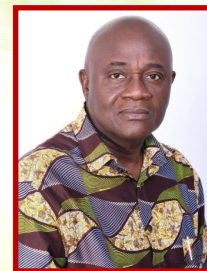
AARDO wishes to express sincere gratitude to its dedicated team in the Secretariat for providing technical inputs: Dr. Syed Mohd. Ovais, Mr. Aslam Khan, Mr. Abdul Waheed Anwer, Dr. Rajeshwar Dyal, Dr. Khushnood Ali, Dr. Sanjeeb Kumar Behera, Mr. Mohd. Naimuddin, Mr. Kamal Dhameja, Ms. Daya Bisht, Mr. Rizwan Khan and Mr. Mohsin Ali; for providing Secretarial support: Ms. Radhika Maheshwari, Ms. Rajeshwari Kailasam, Mr. Gautam Singh, and Mr. Dinesh Chand; and for Designing and Publication support: Mr. Kamal Dhameja and Ms. Sonam Gupta.

ACRONYMS

ADGs	:	AARDO Development Goals
AU	:	African Union
ARD	:	Agriculture and Rural Development
ATM	:	Affordable Technology Menu
CAADP	:	Comprehensive African Agriculture Development Programme
HRD	:	Human Resource Development
IOT	:	Internet of Things
IMR	:	Infant Mortality Rate
KPI	:	Key Performance Indicator
MCs	:	Member Countries (of AARDO)
M&E	:	Monitoring & Evaluation
MMR	:	Maternal Mortality Rate
MSMEs	:	Micro, Small and Medium Enterprises
MOU	:	Memorandum of Understanding
MT	:	Million Tonne or Metric Tonne
MT	:	Mid Term Target
OTS	:	On-The Spot
PEST	:	Political, Economic, Social and Technological factors
PIR	:	Programme Implementation Report
RBM	:	Result Based Management
RO	:	Regional Office (of AARDO)
SARD	:	Sustainable Agriculture and Rural Development
SDGs	:	Sustainable Development Goals
SF	:	Strategic Framework
SOs	:	Strategic Objectives
SS&T	:	South-South & Triangular Cooperation
SWOT	:	Strengths Weaknesses Opportunities and Threats
TSUs	:	Technical Support Units
TWP	:	Technical Work Programme

MESSAGE

MINISTER OF LOCAL GOVERNMENT, DECENTRALIZATION AND RURAL DEVELOPMENT, GOVERNMENT OF REPUBLIC OF GHANA AND HONOURABLE PRESIDENT OF AARDO



The African-Asian Rural Development Organisation (AARDO) promotes South-South cooperation and African-Asian solidarity while synthesising rural development policies and programmes of the two continents into a unified platform. Under the auspices of AARDO, a number of officials from African countries have travelled to Asian countries and vice versa to learn from each other's experiences in rural development.

These exchanges have helped to considerably upgrade policies and practices in poverty alleviation, entrepreneurship development, cooperative management, infrastructure building, women's empowerment, among others.

The AARDO 2030 Strategic Framework has been developed at an opportune time when the rural areas in many African and Asian countries are undergoing transformation and striving hard to foster inclusive rural transformation in order to create better opportunities, especially for women and the youth. AARDO is, therefore, leveraging its six decades experience to assist member states in this transformation mission. This vision is thoroughly articulated in the Strategic Framework, 2030 which amply emphasises innovation, affordable technologies, and partnership building.

Building partnership and networking among different stakeholders is prominently highlighted as one of the strategic objectives of the Vision 2030 document. In this vein, AARDO will continue to be instrumental in complementing the efforts of member states to network with regional blocs like the African Union (AU), Economic Community of West African States (ECOWAS), Southern African Development Community (SADC), Association of Southeast Asian Nations (ASEAN), and the South Asia Association of Regional Cooperation (SAARC) to facilitate farm trade, marketing and investment in farm mechanisation, soil productivity, production and processing and technology transfer. Building partnerships would also open gateways to fully realise potentials and tap market opportunities generated by the African Continental Free Trade Area (AFCFTA).

Undoubtedly, the AARDO Strategic Framework, 2030 would further create smart and innovative pathways to harness the abundant natural resources in Africa. This will certainly generate a paradigm shift in intercontinental collaboration and I urge members to fully utilise the AARDO platform to transform rural livelihoods.

As the current President of AARDO, Ghana would continue to provide the catalytic leadership, necessary resources and other peripherals required to achieve the objectives of the Strategic Framework. I wish to congratulate the entire AARDO team, its governing bodies and stakeholders for putting together such a comprehensive visionary document.

I also take this opportunity to appeal to member countries to come forward with new proposals to share their resource mobilisation strategies, technical expertise, successful and replicable policies and practices for the mutual benefit of both continents. My appeal also goes to the non-member states to consider joining AARDO as it is standing at a trajectory of an era of rural prosperity. Let us unite to fight against poverty, hunger, malnutrition, illiteracy, etc. , with AARDO's new strategic blueprint 2030 and jointly achieve the SDGs 2030 and the Agenda AU2063.

(H.E Mr. Daniel Kweku Botwe)

MESSAGE

MINISTER OF RURAL DEVELOPMENT, GOVERNMENT OF MALAYSIA AND HONOURABLE VICE PRESIDENT OF AARDO FROM ASIA



Ever since its inception, AARDO has been subscribing to the true spirit of South-South cooperation and African-Asian solidarity. The Organization has successfully transferred the best practices in rural development across the continents through technology transfer, capacity building, demonstration of pilot projects and collaboration and networking.

I am glad that AARDO has chartered a road map of ten years for implementing its planned activities. Indeed, the tone for this strategic visioning was set by our Prime Minister, H.E. Yb. Dato Sri Ismail Sabri Bin Yaakob, who as a Chief Guest and the then Minister of Rural and Regional Development, while inaugurating the 19th General Session of AARDO Conference in Kuala Lumpur on 1 March 2018, had stated that AARDO should develop its strategic plan towards 2030 by taking into account the emerging issues in rural development as well as the declining rural population, especially among the youth.

Malaysia, as a founder member of AARDO and firm believer in the noble mandate of sustainable agriculture and rural development, has been consistently contributing in its activities both at organizational and technical levels. The country, by virtue of being a venue of three General Sessions of AARDO Conference in 1964, 1993 and 2018, has had the privilege as President to provide a dynamic leadership in bringing African-Asian member countries into a single platform for sharing their common destiny. Malaysia has also been sharing its experiences of rural transformation with AARDO member countries mainly through its successful poverty alleviation programmes under the aegis of MTCP, to help them in achieving their inclusive growth.

AARDO's Strategic Framework has been prepared after a detailed analysis of socio-economic data of member countries, backed by a comprehensive revisit of past rural development approaches and strategies. This plan encapsulates the aspirations of member countries and has an in-built mid-term review so as to reposition its strategies, if required.

I am certain that this Strategic Framework will herald AARDO into a more robust platform to foster inclusive rural sustainable transformation. It will further not only increase members' participation in AARDO activities, but encourage new members to join the Organization, who would bring new rural development approaches and strategies to share with AARDO as well as derive benefits from its policies and programmes.

As we move forward to implement the next ten years plan to sustain continuity and diversification in our policies and programmes as well as to cherish the noble cause of rural development and poverty alleviation, I am sure that the road ahead for AARDO will be full of excitements and challenges to achieve the five Strategic Objectives (SOs) by 2030.

I send my best wishes to AARDO in implementing its 2030 vision and assure full support of Malaysia.

(H.E. Dato' Seri Mahdzir bin Khalid)

MESSAGE

MINISTER OF SOCIAL SOLIDARITY, GOVERNMENT OF ARAB REPUBLIC OF EGYPT AND HONOURABLE VICE PRESIDENT OF AARDO FROM AFRICA



I am glad to note that African-Asian Rural Development Organization (AARDO) is bringing out a strategic document elaborating its Strategic Vision 2030. This document, which answers to the expectations and aspirations of its member countries, is indeed an illustrious milestone in AARDO's six decades history. The relationship of Egypt with AARDO is also equally six decades old as the country was one of the founder members initiating co-sharing the spirit of South-South cooperation and African-Asian solidarity and brotherhood for rural development.

Farsighted leaders of Egypt had played a pioneer role in the formation of AARDO as history recorded that the second African-Asian Conference on Rural Reconstruction was held in Cairo in 1962 where Egypt, along with four other founder countries, signed the notice of acceptance to constitute AARDO.

The government and peoples of Arab Republic of Egypt have been always very active both in the organizational and technical activities of AARDO.

Egypt is looking forward towards the implementation of this strategic framework which opens up new avenues to support rural economies in Africa and Asia by imperatively responding, inter alia, to the needs for capacity building and innovative solutions for effective and inclusive rural transformation.

Egypt will continue to be on the forefront to reciprocally share its rural development experiences with its fellow member states by way of capacity building and study visit programmes in agricultural development, land reclamation and desert development by exposing the participants of member countries at its apex level centres of excellence.

We congratulate AARDO for continuously serving the rural masses of African and Asian countries by providing policy makers, practitioners and researchers with a unified platform to learn from each other's experiences, exchange views, ideas, information as well as to develop mutual understanding to collectively explore opportunities on rural and agriculture development policies and programmes. Starting with modest capacity building programmes in the 1960s, AARDO, over the decades, has enlarged its ambit of technical activities by incorporating development projects, information dissemination as well as collaboration and networking.

This historic Strategic Vision 2030, based on rigorous analysis, has equally synthesized historic AARDO Declarations in 2007 and 2012 and a series of technical reports and embedded contemporary and future challenges to come up with strategic vision and strategic objectives over the coming decade.

It is indeed an evidence-based and scientific document to guide the future programmes and activities of AARDO and further enhance its impact and effectiveness.

I do hope that the process of transformation that AARDO envisages to attain in line with Sustainable Development Goals (SDGs) of the United Nations will usher into a new era of rural prosperity in African-Asian region by encompassing more countries in its ambit.

(H.E. Ms. Nevine Kabbage)

1

EXECUTIVE SUMMARY

Heralding AARDO into a more impactful platform enabling SARD in Africa & Asia

The African-Asian Rural Development Organization (AARDO) is a rural centric intergovernmental organization which subscribes to the spirit of South-South Triangular cooperation.

AARDO, as a manifestation of intercontinental solidarity among peoples of Africa and Asia with the noble mandate of cooperation for sustainable agriculture and rural development, complements and reinforces governments' strong commitment towards sustainable and inclusive rural growth.

Since inception in 1962, AARDO has been supplementing the efforts of its member countries in the field of agriculture and rural

development. In its catalytic role, AARDO has, so far, mainly supported knowledge and skill enhancement mostly through Human Resource Development (HRD) Programmes and Development Pilot Projects by organising high level specialised international/regional level training workshops, seminars, deputation of expert/consultant, study visits, research studies, etc. It has also created an extensive network of Centres of Excellence and partners engaged in agriculture and rural development. Dissemination of information in respect of important developments in the field of rural economics is another area where AARDO has demarcated itself.

Notwithstanding the impact of AARDO's



Fig. 1 : The Rationale of Ten Year Plan

activities so far and political will with a gamut of well-crafted policies and programmes, in many member countries, very often colossal uphill tasks have to be faced to achieve sustainable and inclusive ARD. The more so, when one acknowledges that the COVID 19 pandemic has crimped and crippled economies, plummeted socio-economic indicators where the most hit and disproportionately suffering are rural dwellers, without security nets and financial cushion in Africa and Asia.

Acknowledging that Agriculture and Rural Development (ARD) embody multifaceted systems which require long-term strategies prominently underlying the significance of continuous building and upgrading of human resources and institutional capacities, the main thrust areas of AARDO's Strategic Framework aims at enhancing sharing of knowledge transfer and country experiences towards enhancement in agriculture and rural development; advocating mainstreaming rural development in policies and programmes; sharing of affordable and innovative technologies for smart and sustainable agricultural and rural development; developing more programmes focusing on food systems, use value chain analysis, value addition, fair food systems, generation of employment through SMEs, while tapping fully the enormous potential youth and women and leveraging on partnership based on SST model to support member countries in sustainably transforming their rural economies .

This essential ten year AARDO Strategic Framework reveals the requisite obligation to act upon contemporary and impending challenges and is arguably the most assertive and broad ranging strategy within AARDO, as it deliberately covers the period 2021-2030 to include the forthcoming AARDO triennium

2021-2023 and to coincide and conclude with the accounting period of SDGs.

While formulating the Strategic Framework for 2030, AARDO team extensively consulted its statutory documents, international seminars/roundtable resolutions and historic documents like "New Delhi Declaration on Rural Development (2007)" and AARDO Declaration on Rural Development (2012). These declarations were made by ministerial level delegations from member countries which, besides emphasizing the crucial role of AARDO and the need to strengthen it further, highlighted critical issues such as reforms and restructuring, rural poverty, society and economy, and food and nutritional insecurity, women empowerment, education and health care, enhancing the role of private sector, NGOs and civil society, increasing international trade in farm sector, encouraging better use of appropriate technologies and data generation and management.

After highlighting the rationale of a 10 years framework (Fig.1) and describing the goals, vision and mission of AARDO, this document elaborates a comprehensive mapping of decade wise development trends, approaches and strategies of member countries and AARDO, starting from the 1960s. This mapping is followed by a brief enumeration of AARDO's planning milestones and policy planning and official declaration documents.

Thereafter, a comprehensive review and analysis of selected socio-economic indicators in member countries is provided as basis to come up with a synopsis of main issues and challenges for agricultural and rural development in AARDO member countries. Present AARDO programmes have also been corroborated with UNSDGs. Their reviews, and analysis and corroboration have subsequently lead to a through and extensive SWOT table

with a solution oriented matching exercise of strengths to tap opportunities and/or to reduce weaknesses. The PEST, the McKinsey 7S Framework and the balanced score card techniques were adjusted for this SWOT exercise. All these have been carefully and comprehensively translated into five (5) Strategic Objectives fully embedded into functional strategies and programmes/activities in three operational technical work programmes starting in 2021 with a mid-term review in 2025.

Moreover, the formulation of this framework has been based on a comprehensive assessment of mega changes and a detailed SWOT analysis. Methodical formulation and sound analysis have been issues-embedded, knowledge and experience founded, facts driven and evidence-based from various reports and official declarations.

A reengineered AARDO platform with an enhanced role in speedily and effectively transferring of available, accessible & affordable technologies and technology solution among member countries is being contemplated.

With its overarching aim of heralding AARDO into a more impactful platform enabling SARD in Africa and Asia, This document highlights five strategic objectives, namely:

SO1

ENHANCE VISIBILITY OF AARDO PLATFORM FOR AGRICULTURAL AND RURAL DEVELOPMENT

AARDO plans to enhance its visibility, not only by expanding and diversifying its technical activities in order to cater to their needs, but also by entering into strategic partnership with several research and academic institutes, national and international organizations, including private sector, NGOs and civil society organizations.

SO2

EXCELLENCE IN HUMAN RESOURCE DEVELOPMENT, RESEARCH & DEVELOPMENT PROJECTS

AARDO's HRD activity is a flagship programme. Using modern technologies like e-platform, introducing new subject areas and localizing its activities, AARDO will strive to bring excellence in its HRD programme, to magnify the impact and extend benefits and to establish a robust monitoring system.

SO3

EFFECTIVE CLEARING HOUSE FOR KNOWLEDGE MANAGEMENT IN THE FORM OF AN AARDOPEDIA

A repository of database containing affordable technologies, expertise, best practices, programmes and policies for referencing and replication in agricultural and rural development is foreseen under this SO. It has envisioned and prioritised speedy rural technology dissemination and adoption as game changer solutions for which it has provided a prominent place, viz. a dedicated ecosystem, aiming at raising awareness with respect to importance and application of rural technologies.

SO4

ENLARGEMENT OF MEMBERSHIP BASE AND COLLABORATION FOR PARTNERSHIP THROUGH SOUTH-SOUTH TRIANGULAR MODEL

AARDO intends to extend the support and benefit of its technical activities to the rest of the countries in the region and enlarge its membership base to further leverage on strategic partnership for greater collaborations and networking.

SO5

ENSURING FINANCIAL SUSTAINABILITY THROUGH EFFECTIVE FUND MANAGEMENT

Financial strength and stability is imperious for planning and development. Contemplating to achieve the goals set in the Strategic Framework, AARDO aims at optimizing its resources through effective fund management and generating additional resources.

The above SOs, main activities, with targets, key performing indicators and means of verification are fully depicted in a strategic management tableau.

The framework has a comprehensive 3-year operational plan, incorporating functional strategies, in the form of its technical work programme to ascertain the efficacy of planning and a Midterm review by 2025 to, inter alia, evaluate and readjust strategies and programmes, if need be, to ensure accuracy and pertinence so as to guarantee overall growth and rightful direction of AARDO.

The strategic priorities and a few novelties elaborated in this framework revolve around an AARDOPEDIA, being conceived as a repository to include, inter alia, an ATM (Affordable technology Menu), successful models, policies, programmes, strategy for the development and use of digital technologies, targets and milestones based on a common set of result indicators for each specific objective, dashboard monitoring system to follow KPIs and to ensure timely corrective actions, succession planning and upgrading of skills of staff of AARDO and enhanced role of Regional Offices, Nodal Ministries and Centres of Excellence. (Annexure1)

The Strategic Framework of AARDO reveals its scientific base and analysis as well as all the performance drivers and ingredients for success. It also carefully elucidates a risk assessment and management with a detailed monitoring infrastructure.

This 10 year framework, articulating expectations with reengineered solutions, will on the one hand shape agricultural and rural development issues to facilitate their mainstreaming in the development agenda, policy formulation and budgetary provisions. On the other hand, it would

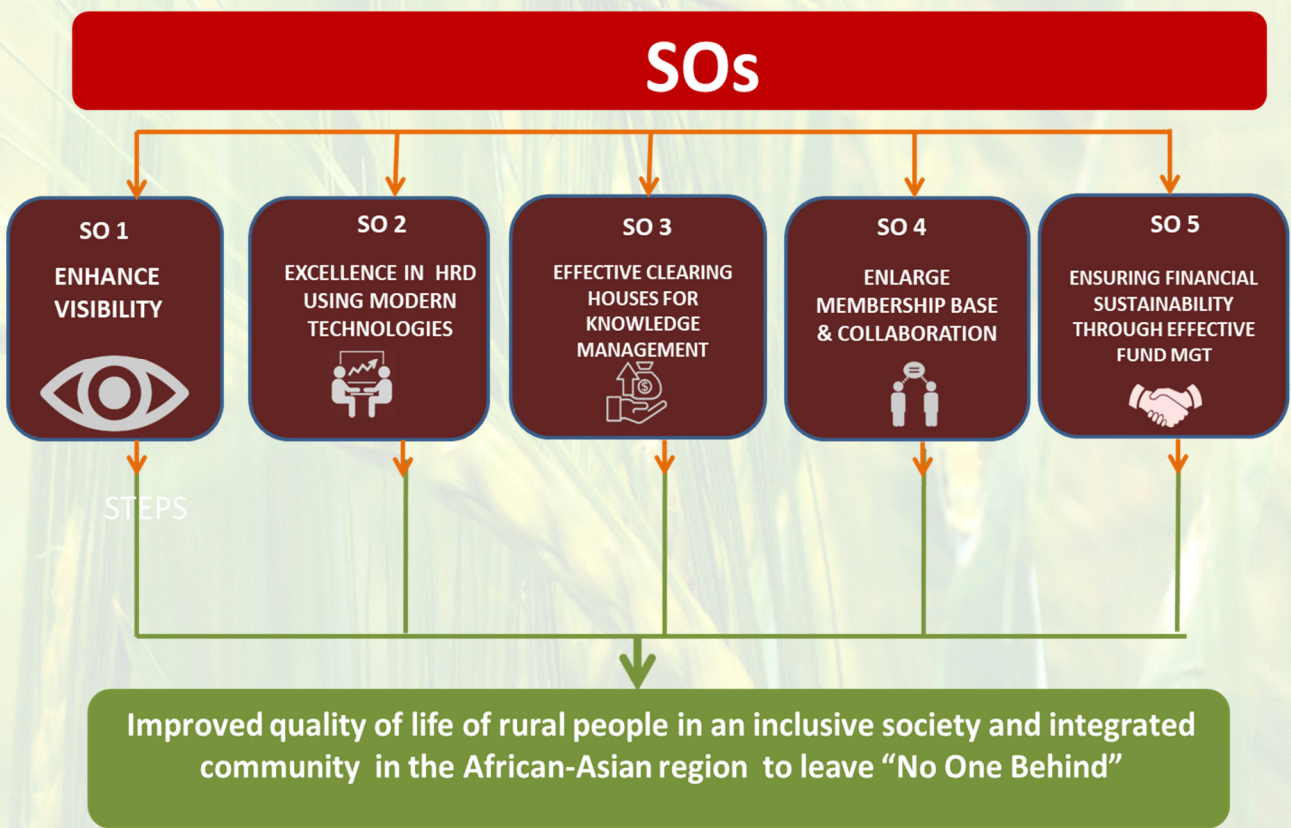
help integrating innovation and technology as game changers to steer up rural prosperity and incorporate SDGs for climate resilient smart agriculture, diversified livelihoods, sustainability and inclusive growth.

To sum up, this Framework, succinct summarised in a dashboard will re-engineer general orientations of AARDO and the Secretariat over the next decade. It would, however, require strong political commitment with adequate resources, coupled with effective institutional

arrangements and governance enabling the main stakeholders to constructively engage in all stages.



STRATEGIC OBJECTIVES (SOs) OF THE FRAMEWORK 2021-2030



2

AARDO AS AN ENABLER/ CATALYST AND ITS PLANNING MILESTONES

AARDO articulates a manifestation of solidarity among people of Africa and Asia to bring about meaningful changes in the lives of rural folks who are confronting enormous present and impending challenges.

AARDO established in 1962, is one of the largest and effective inter-governmental catalyst arrangements with some sixty years of experience in the domain of agriculture and rural development in the African-Asian region by systematically harnessing South-South & Triangular cooperation to inter exchange and transfer knowledge and technology among its member countries, especially through HRD, capacity building programmes, development projects, research and networking.

A brief history, the Goal, Vision, Mission and key functions, as well as the areas of operations of AARDO, enumerated at Annexure 5, comprehensively facilitate its catalytic role and act as building blocks towards sustained prosperity and rural transformation.

The organizational set-up of AARDO, briefly outlined at Annexure 6, composed of the AARDO Ministerial level Conference (once in every 3 years), the Secretary level Executive Committee meetings (once per year) the Ambassador/High Commissioner level Liaison Committee meeting (twice per year), the Secretariat, and Ad hoc Technical Programme Committee meetings, is amply appropriate to effectively execute its facilitator role.

AARDO's agenda since inception has remained noble, rural community & people-centered and planet sensitive to continuously promote rural sustainable and equitable development, one of the greatest challenges before humanity.

AARDO's interventions are conceived with dexterity to corroborate extensively, if not comprehensively, with the UN Agenda for Sustainable Development Goals (SDGs) 2030 and African Union (AU) Agenda 2063 so as to continuously provide capacities and impetus to member countries in the implementation of their agenda/national goals.

A synopsis of Human Resource Development given in Annexure 2 depicts the main focus areas of AARDO.

2.1 AARDO's Planning Milestones

While recognizing that the development trajectory, potential and levels of development are heterogeneous in its member countries, AARDO has continued to act as an enabler to provide a platforms for joint discussions, exchange of views, ideas, experiences, pooling of resources, making of concerted efforts to improve the quality of life of rural people. In this vein, it has had various planning milestones and planning instruments (Fig.2). AARDO's planning architecture has, so far, primarily revolved around its three (3) year technical work programmes. These three (3) year planning cycles were considering changing global scenarios and emerging new challenges as well as innovations in agricultural and rural development in the member countries which were then factored in planning the subsequent technical work programmes of AARDO thoroughly discussed in Technical Programme Committees.

During the beginning of the new millennium, AARDO focussed its technical activities on different development milestones which started, after the approval of its "AARDO's Mid Term Vision" by the 15th General Session of AARDO Conference in Syria in 2005 that

aimed at enhancing AARDO's technical work programme and doubling the strength of its technical activities and development pilot projects to further complement the endeavors of member countries for achieving tangible impact.

Further, in 2007, at the Inter-Ministerial Summit on Rural Development in India, 'the New Delhi Declaration', was adopted that, among others, resolved to eradicate poverty in all its forms through well-designed policies supported by adequate resource allocations, mutual cooperation and collective actions (Annexure 3).

The year 2009 saw another important planning milestone, when the Government of India started providing "Additional Capacity Building Programmes" to AARDO at apex centres of agricultural and rural development excellence in India.

Thereafter, yet another planning trigger was the adoption of "AARDO Declaration on Rural Development" (Annexure 4) during the Golden Jubilee Celebration of AARDO in 2012 in New Delhi attended by Ministerial level delegations from the member countries.

AARDO was strengthened further to play its continued historical role in ensuring inclusive and sustainable rural development by removing structural, social, institutional and economic constraints through reforms in rural land, credit, water, labour and commodity market and in promoting greater inter-country co-operation and collective actions in the member countries. Following the Declaration, new focus areas in AARDO programmes were regulations and institutional arrangements, co-operatives, self-help groups, producer companies, agricultural production and marketing, international trade in farm sector; appropriate technologies and data generation and management; and collaboration in research and extension.

These foregoing planning milestones and other strategic documents were fully integrated and dutifully reflected in all the ensuing three year Technical Work Programmes. The embodiment of member countries' need and strategies have thus converted subsequent Technical Work Programmes and their corresponding budgets into short term and medium term operational planning documents.

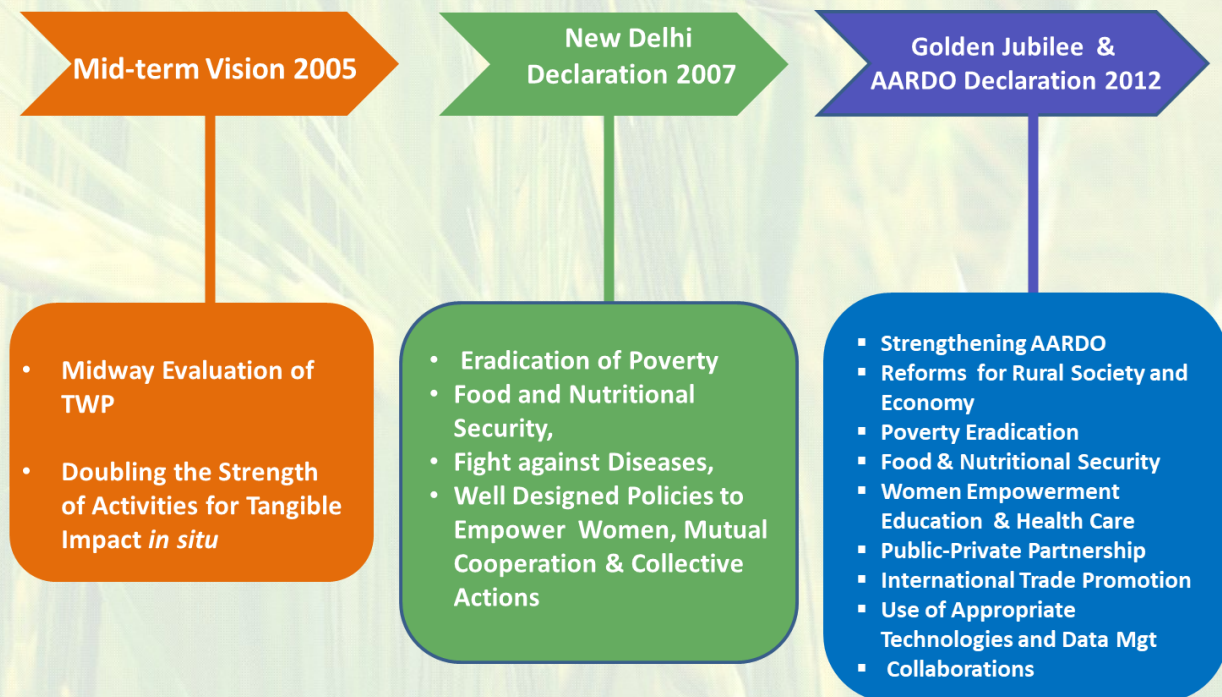


Fig. 2. : AARDO's Planning Milestones

3

STRATEGIC FRAMEWORK **2021-2030**

3.1 Rationale & Methodology and Process of the Strategic Framework

3.1.1 Rationale of AARDO's 'Ten Years' Strategic Framework

After nearly 60 years of existence, 69 supported pilot projects and lessons learnt from a series of technical work programmes, re-engineering the general orientations of AARDO, including its Secretariat, is a felt need to better incorporate SDGs and targets for climate resilience, smart agriculture, diversified livelihoods, sustainability and inclusive growth as well as response towards integrating innovation and technology as game changers to steer up rural prosperity.

Stern mega changes and challenges always warrant the review and modification of mandates, missions, values, strategies, programmes and organizational mechanisms. A Strategic Framework conceived as an evolving mechanism to accommodate these changes and to deal with their consequential uncertainties, would be an efficient tool.

The fragility and vulnerability of rural areas exposed by climate change and lately by COVID-19 pandemic, in most of the AARDO member countries, are calling for an accelerated review of activities and fast tracking of technology transfer and fully justify deep probing and review of strategic orientations.

There would be real danger in relegating SARD in Africa and Asia as, even with rapid urbanization by 2030, more than 50 per cent of the population will remain rural in most parts of Africa and Asia. This hints at the dire need to have long term orientations and planning.

Moreover, series of statistics, reports, and facts listed hereunder underscore the urgent need to have Strategic Framework Vision and strategic objectives to enhance the catalytic role of AARDO in agriculture and rural development and for it to emerge as a leading stakeholder, capable of supporting technological, institutional and policy changes that would trigger a lasting transformation of the rural economies towards empowering their rural populations to improve their productivity and real incomes in an equitable and environmentally sustainable manner:

IFAD-World Bank reports highlight that 78% of the world's poorest people live in rural areas and 95% of these rural poor live in East Asia, South Asia and sub-Saharan Africa.

Likewise, we have in the post COVID era, more evidence which continues to warn that we are not on track to eradicate hunger by 2030.

FAO, IFAD, UNICEF, WFP and WHO 2020 "The State of Food Security and Nutrition in the World 2020" <https://doi.org/10.4060/ca9699en> indicate that 2 billion people face severe or

moderate food insecurity (uncertainties about their ability to obtain food or compromise on the nutritional quality and/or quantity of the food and most of the people who cannot afford healthy diets live in Asia (1.9 billion) and Africa (965 million).

New strategies, perspectives and narratives to prompt swift transfer of knowledge & technology capable of having greater ramifications on enhancement of transformation of rural areas of member countries and scaling up of successful models are also hinting at a soul searching exercise of AARDO and a lucid long term pathway.

A long term strategic framework is substantiated also by the need to make AARDO more vibrant and visible at international and regional levels, expand and diversify its technical activities through enlarged collaborations and partnerships to unleash the power of South-South & Triangular Cooperation (SS&T) for ARD.

Although rapid and mega changes occurring in practically all fronts make long term planning blurry, a systematic visualization of AARDO by 2030 is warranted by the need to galvanize the efforts of all stakeholders.

Only a long term vision planning will optimise policy options, strategies and actions that will ensure long-term rationality, coherence and consistence of AARDO to enable it to smartly retort to dynamic and turbulent environments in which it is operating, both externally and internally, to imperatively respond to upgrading capacities, innovation and investment needs in member countries to achieve main SDGs.

3.1.2 Methodology and Process

The Strategic Framework has been derived from the overall mandate and mission of AARDO, established by its governing bodies. Mega changes and challenges have warranted the review and modification wherever required in AARDO's mandates, missions, values, strategies, programmes and organizational mechanisms. Strategic Framework has been crafted as an evolving mechanism to accommodate these changes and deal with their consequential environmental uncertainties. It is a thorough soul-searching exercise for a re-orientation over a ten year span.

The following steps were followed:

- 1) A thorough literature and documents review – Study of Statutory documents;
- 2) Extracting evidence based facts from a series of AARDO international seminars reports;
- 3) Policy papers – Study of planning milestones;
- 4) Situational landscape analysis;
- 5) Extensive data collection and analysis on selected parameters;
- 6) Analysis and grouping of major challenges for ARD in AARDO member countries;
- 7) Detailed SWOT analysis to assess internal and external environment of AARDO using balanced scoreboard and the PEST method;
- 8) Following the SWOT analysis, a mapping exercise was carried out to come up with a SWOT Matrix, highlighting possible strategic solutions. Thereafter, a prioritisation and

trade off exercise was undertaken to come up with a feasible optimal strategic mix in terms of strategic objectives.

- 9) The Framework was finally detailed with strategic objectives, strategic targets, main thrust areas, strategic programmes, main programmes/activities with defined KPIs, outline of corresponding financial and human resource plans, performance drivers, risk assessment and management strategies and a comprehensive operational 3 year plan with a M&E mechanism.

This Strategic Framework has systematically visualized AARDO in 2030 in its formulation methodology by taking into account that AARDO will not only remain an ardent advocate and an indispensable facilitator of sustainable agricultural and rural transformation, but will increase its horizon involving more members and partners and galvanize the efforts of all stakeholders in increasing the effectiveness to attain sustainable and inclusive growth.

The Strategic Framework has also ensured high performance through Result-Based Management (RBM), covering three (3) trienniums to assess results and impact of the work to be done, whereas the Technical Work Programme (Operational Plans) would be a measure of outputs and activities.

Besides vigorously analyzing the strategic objectives and the earmarked targets, a scrutiny of possible risks was carried out to come up with mitigation strategies while a comprehensive M&E section has been devoted for course timely correction/s, if required.

The targets and goals set in the Strategic Framework have been carefully and comprehensively translated into functional strategies to ascertain the efficacy of planning in Technical Work Programme:2021-2023 and Work Programme 2024 extended year (Operational Plan-1) focused on Consolidation of Financial and Human Resources, which will be followed by another Technical Work Programme: 2025 – 2027 (Operational Plan-2) for Diversification of Resources and Comprehensive Mid-Term Review in 2025, preceding the final leg of the planning through Technical Work Programme: 2028-2030 (Operational Plan-3). The overall planning process will thus culminate with the accounting period of SDGs when an all-inclusive assessment of the Strategic Framework will be carried out.

The Strategic Framework has emphasized on shifting to a new matrix management structure with accent on programme driven approach with a thrust on Mission/Goal directed activities and program-based budgeting, team work, decentralization, empowerment, holistic and systematic approach, multi-sectorial programming, focused on the beneficiaries, accountability for outcomes, etc. In other words, AARDO shall be more and more responsive to the needs of the member countries in the future days to come.

3.2 Situational Landscape Analysis

3.2.1 Development Trends, Approaches & Strategies of Member Countries and AARDO

Most of the AARDO member countries have been reckoning that rural development is a persistent mission to overcome a series of challenges of often aggravating issues like livelihood, sustainability, security and exclusion which hinder prosperity.

Notwithstanding the fact that agriculture and the primary sector often remains the prominent occupation in rural area, rural development has been viewed holistically to improve the overall economic and social life of people in the rural areas, specifically the rural poor.

Consequently, rural development strategies and programmes have been assuming multi-dimensional roles and have been encompassing a fusion of programmes and projects to, inter alia, enhance agricultural productivity and production, provide employment, and improve services like health and education, infrastructure, housing, communications and electrification. Hence, a multi-sector approach tends to do more justice to rural development.

Rural development programmes have been around since the 1950s and brought to the forefront of development through a multitude of rigorous approaches, each one having both merits and demerits.

Although there is no clear demarcation, it is often broadly accepted that decade-wise the following approaches were prevalent in, AARDO member countries, with technical and financial support from various institutions including from AARDO:

- The 1950's and the 1960's were associated with modernization approaches emphasizing technology transfer, introduction of high yielding and fast-maturing varieties of crops as well as with community development.
- 1970's saw large scale state development interventions and integrated rural development programmes. The integrated rural development approach became the prototype for development assistance.
- 1980's emphasized market liberalization and rolling back the role of the state.
- 1990's focused prominently on participation and empowerment within a context of diversifying rural livelihood opportunities.
- 2000's for attaining MDGs targets, programmes were accelerated towards poverty eradication, reinvigoration of small holder agriculture, sustainable farming systems.
- 2010's highlighted productivity and income enhancement and competitiveness boost for rural smallholders and marginalized groups.
- 2020's programmes are focusing on climate change SDGs, technology enhancement, clustering, value chain, market accessibility, sustainability and inclusive growth.

AARDO has been implementing its technical activities by adopting, all along, different rural development strategies and approaches to better answer to the needs and aspirations of its member countries.

Accordingly, in the 1960s it focused on 'community development' and 'rural reconstruction'. In the 1970s and 1980s it prioritized concepts like 'development of cooperatives', 'integrated rural

development' and 'peoples' participation'. In the 1990s, it stressed on 'social development' and 'environment protection', whereas in the new millennium certain activities were related to the Agreement on Agriculture (AoA) under the aegis of WTO and new opportunities to the African-Asian countries to adopt the 'Broad-based growth' to follow the market-led globalization.

In the decade of 2000s, which focused on 'Human Development' with UNDP bringing out series of reports on Human Development Index, AARDO emphasized on microcredit as a "tool for poverty alleviation" led the African-Asian countries to follow 'human development centric strategies for their rural development programmes. During the 2010s, climate change, renewable energy, food, health and water were given greater focus in AARDO's programmes.

Besides, the declaration of Millennium Development Goals (MGDs), the 2000s heralded an era of inter-disciplinary approach to deal, among others, with the problem of rural development. Further, the successor of MDGs, that is, Sustainable Development Goals (SDGs) too continued to focus, among others, on core rural development issues from which AARDO has selected nine (9) SDGs for its programmes (Fig. 3).

The shift in approaches to rural development and the need to implement need-based technical activities to help the member countries in formulating their appropriate policies and programmes for improving the quality of life of rural masses and in achieving their respective national development goals have continuously compelled AARDO to review and reposition its planning process and all consequential technical activities and operations.

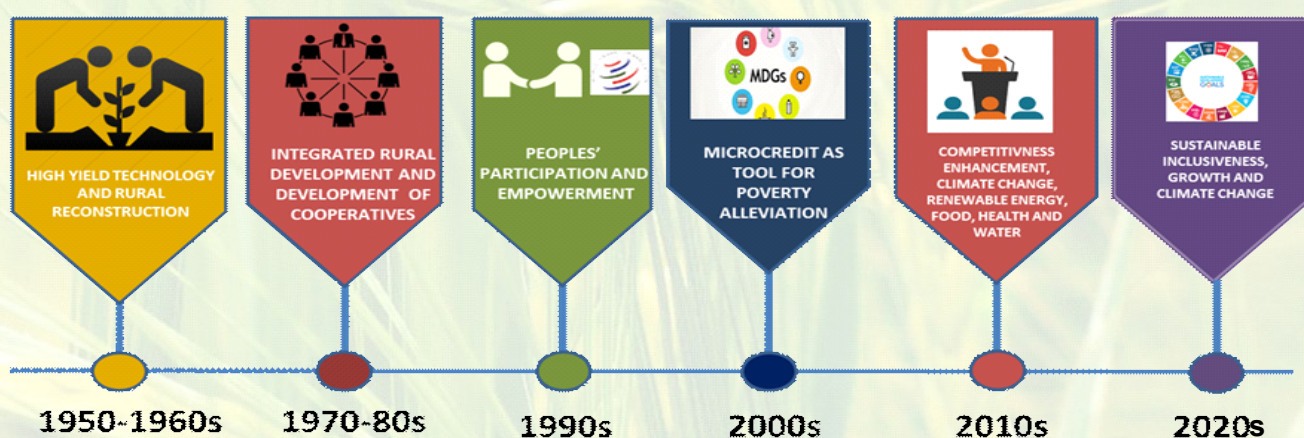


Fig. 3 : Decadal Development Trends, Approaches & Strategies of Member Countries and AARDO

3.2.2 Socio-economic Conditions of AARDO's Principal Stakeholders through Selected Indicators

Prior to gauging the main problems of rural development, a comprehensive review and analysis of prevailing conditions in AARDO member countries was carried out. The analysis was based on selected socio-economic indicators which could infer the required support and guide the formulation of new development strategies. The main dimensions analysed were economic, human development population, health, employment in agriculture, including fisheries and livestock.

These main dimensions are very pertinent to rural population, rural development and rural prosperity.

Economic Indicators: GDP, GDP per Capita and Growth rate

The economic indicators, sourced from World Bank data 2019, consist of GDP, GDP Per Capita and GDP Growth (constant 2010 US\$) (Table 1). The total GDP of AARDO Member countries has been computed at US\$ 7835 billion, which is 9.2% of world's GDP.

Sl. No	Parameters	Year (2019)		
		AARDO	World	% of World (GDP)
1	Gross Domestic Product (USD Billions)	7835	84966	9.2
2	GDP Per Capita US Dollars	5125.4	11072.9	-

The average GDP per capita in AARDO member countries has been computed at US\$ 5125.4, which is lower than of the world's average of US\$ 11072.9, albeit a huge variation exists. A few countries, namely, R O Korea, R O China, Oman, Malaysia and Mauritius are on the higher end whereas Ethiopia, Gambia, Burkina Faso, Liberia and Malawi are on the lower end of GDP per capita.

The average GDP growth rate of AARDO member countries has been computed at 2.8%, which is slightly higher than of global average of 2.3 %. The following table reflects the GDP growth rates among the member countries:

Name of Countries	Number of Countries	GDP Growth Rate (Range)
Kenya (5.37), Egypt (5.56), Burkina Faso (5.70), Malawi (5.72), Gambia (6.06), Ghana (6.51), Bangladesh (8.15), Ethiopia (8.36)	8	Above 5
Mauritius (3.01), India (4.04), Malaysia (4.30), Iraq (4.45)	4	3 -5
Pakistan (0.99), Tunisia (1.04), Palestine (1.36), Zambia (1.44), Jordan (1.96), R O Korea (2.04), Nigeria (2.21), Sri Lanka (2.26), Morocco (2.48), Libya (2.54), R O China (1.48)	11	0-3
Lebanon (-6.7), Liberia (-2.28), Sudan (-1.33), Oman (-0.83), Namibia (-0.61)	5	Negative
Syria, Yemen	2	NA

Human Development Ranking Index

Data on Human Development Index (HDI) of AARDO member countries have been sourced from UNDP reports (Table 2). Ranking and classification of countries as very high, high, medium and low HDI are given below:

Name of Countries	No. of Countries	HDI Classification
R O Korea (23), Oman (60), Malaysia (62) and Mauritius (66)	4	Very High
Sri Lanka (72), Tunisia (95), Lebanon (92), Jordan (102), Libya (105) and Egypt (116)	6	High
Palestine (115), Morocco (121), Iraq (123), Namibia (130), India (131), Bangladesh (133), Ghana (138), Zambia (146), Kenya (143), Syrian (153) and Pakistan (154),	11	Medium
Nigeria (161), Sudan (170), Gambia (172), Ethiopia (173), Malawi (174), Liberia (175), Yemen (179), Sierra Leone (182) and Burkina Faso (182)	9	Low

Population Related Indicators

Population: The population related indicators contain data on total population bifurcated into male and female, rural population, population growth, ageing population are given in (Table 3).

In 2020, AARDO member countries had a population of 2.91 billion, that is, 37.53% of world's total population of 7.75 billion with male population of 1.49 billion (51.20 %) and female of 1.42 billion (48.20%) respectively. The rural population is 1.66 billion (57.04 %) of the total population of AARDO member countries which is 48.92 % of the world's rural population as per the following population composition.

Population Composition (Billion)

Sl. No.	Parameter	Year (2020)		
		AARDO Member Countries	Total World Population	% of World Population
1	Total	2.91	7.75	37.53
2	Male	1.49	3.91	38.06
3	Female	1.42	3.84	37.00
4	Rural	1.66	3.40	48.92

With an annual average of 1.73%, huge variation has been observed in the population growth rates among the member countries, e.g.: Gambia (2.90%), Zambia (2.89%), Burkina Faso (2.82%), Malawi (2.65 %), Oman (2.61), Nigeria (2.54 %), and Ethiopia (2.54%) had growth rate over 2.5%, whereas Bangladesh (1%) , Jordan (1%), India (.99%) Sri Lanka (.53%), R.O. Korea

(0.14), R.O. China (0.12), Mauritius (.0023%) and Lebanon (-.44) with negative/or very low growth rates.

Population Density

The following table highlights the density of population in AARDO member countries (2020). It indicates that Bangladesh, with 1265 per square kilometre, and Namibia, with just 3 person per square kilometre, have the highest and lowest population densities, respectively among the member countries. Some of the member countries have very high population density which include Palestine (847), R O China (673), Lebanon (667), Mauritius (626), Republic of Korea (527) and India (464). The average population density in AARDO member countries was recorded at 257 per square kilometre, which is much higher than 55 of the world's average.

Population Density of AARDO Member Countries

(Year 2020)

Sl. No	Name of Country	Population Density	Sl. No	Name of Country	Population Density
1	Bangladesh	1,265	17	Egypt	103
2	Palestine	847	18	Malaysia	99
3	R O China (Taiwan)	673	19	Syria	95
4	Lebanon	667	20	Kenya	94
5	Mauritius	626	21	Iraq	93
6	R O Korea	527	22	Morocco	83
7	India	464	23	Burkina Faso	76
8	Sri Lanka	341	24	Tunisia	76
9	Pakistan	287	25	Yemen	56
10	Gambia	239	26	Liberia	53
11	Nigeria	226	27	Sudan	25
12	Malawi	203	28	Zambia	25
13	Ghana	137	29	Oman	16
14	Ethiopia	115	30	Libya	4
15	Jordan	115	31	Namibia	3
16	Sierra Leone	111			
Global Average		55	Member Countries Average		257

Sources: World Bank and World O' Meter

Ageing of Farming Population

The ageing of farming population (2019) is growing annually at varying rates particularly in Republic of China (16%), R.O. Korea (15.8%), Mauritius (12.5%), Sri Lanka (11.2%), Tunisia (8.9%), Morocco (7.6%), Lebanon (7.5%), and Malaysia (7.2%). As compared to an average rate of 5.5 % of the world, it is growing at the rate of 9.32% in AARDO member countries. This situation calls for urgent remedial actions in view of impending challenges.

Hunger

The Food and Agriculture Organization of the United Nations (FAO), defines hunger as “Food deprivation, or undernourishment, as the consumption of too few calories to provide the minimum amount of dietary energy that each individual requires to live a healthy and productive life, given that person’s sex, age, stature, and physical activity level”.

The following table depicts the Global Hunger Index (GHI) score and ranking of AARDO member countries (2020). GHI scores capture the multidimensional nature of hunger. It may be inferred from the table that most of the member countries are facing the issue of hunger and malnutrition, though in a varying degree of intensity.

Global Hunger Score (GHI) and Ranking

Sl. No	Name of the Country	Year (2020)	
		GHI Score	GHI Ranking
1	Tunisia	5.7	23
2	Jordan	8.8	43
3	Morocco	8.9	44
4	Lebanon	8.9	44
5	Mauritius	9.3	47
6	Egypt	11.9	54
7	Oman	12.2	55
8	Malaysia	13.3	59
9	Ghana	15.2	63
10	Sri Lanka	16.3	64
11	Iraq	17.1	65
12	Gambia	17.8	67
13	Namibia	19.1	70
14	Bangladesh	20.4	75
15	Malawi	22.6	80
16	Kenya	23.7	84
17	Pakistan	24.6	88
18	Burkina Faso	25.8	90
19	Ethiopia	26.2	92
20	India	27.2	94
21	Sudan	27.2	94
22	Nigeria	29.2	98
23	Sierra Leone	30.7	101
24	Liberia	31.4	102
25	Zambia	20-34.9 (Range)	NA
26	Yemen	35-49.9 (Range)	NA
27	Syria	35-49.9 (Range)	NA
28	Libya	NA	NA
29	Palestine	NA	NA
30	R O China	NA	NA
31	R O Korea	NA	NA

Source: Global Hunger Index Report 2020, Global Hunger Index

Education Related Indicators

Literacy and education related indicators contain data on literacy rate and expenditure on education as percentage of GDP as indicated in the table below. Data sources from the World Bank and UNDP indicate that the average literacy rate of AARDO member countries is 77.2%, which is lower than world's average of 86.2%. The average literacy rate among male is 82.5 % and 71.8% among females in AARDO member countries as compared to the world averages of 89.8% and 82.7% respectively.

Sl. No.	Parameters	Year (2018)	
		AARDO Member Countries	World
1	Literacy Rate, Total	77.2	86.2
2	Literacy Rate Male	82.5	89.8
3	Literacy Rate Female	71.8	82.7
4	Average Government Expenditure on Education (GDP)	4%	4.5%

The education expenditure as percentage of GDP ranges between as low as 1.33% for Bangladesh and as high as 6.99% for Sierra Leone, reflecting the reason for lack of provision of related facilities and resultant low level of literacy (Table 4).

Rate of Unemployment

The employment is an indicator of people's engagement in economic activities, whereas the rate of unemployment is a measure of underutilization of labour supply. It reflects the inability of an economy to generate employment for those who are available and actively seeking work but not doing so due to lack of employment. The graph highlights the unemployment ratio which is calculated against the total available workforce (ILO Standard estimates). It is evident from Fig. 4 that some of the AARDO member countries, namely, Egypt, Jordan, Libya, Namibia, Palestine, Sudan, Tunisia and Yemen are facing the issue of unemployment in higher degree. The average unemployment was 4.936 in the world.

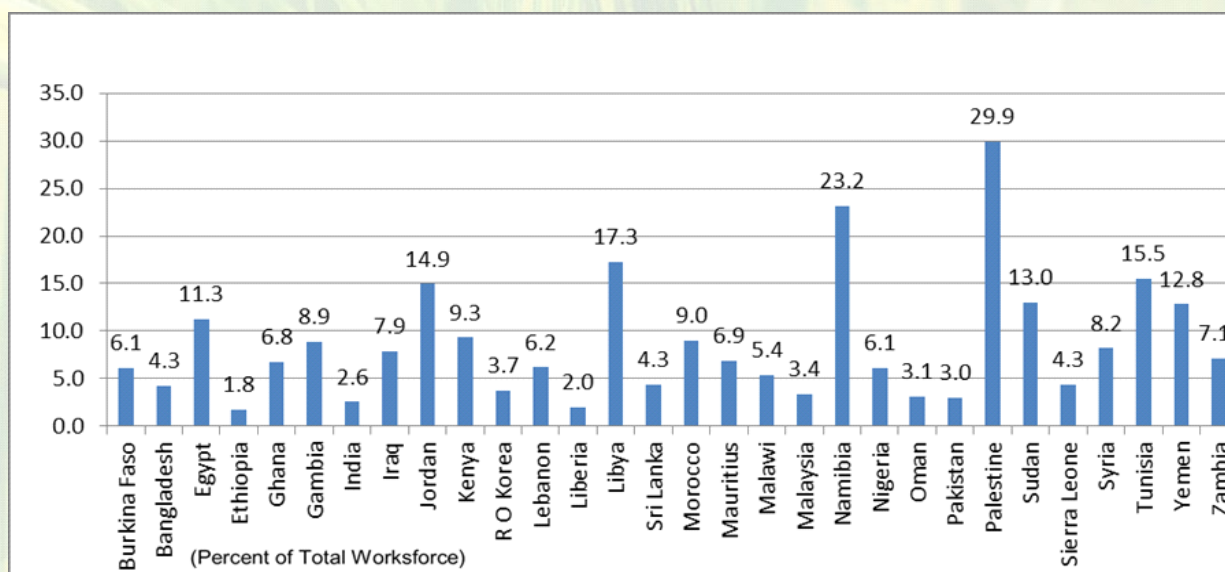


Fig. 4 : Unemployment Rate in AARDO Member Countries, 2019

Employment in Agriculture

Fig. 5 highlights the percentage of workforce engaged in agriculture sector in AARDO member countries. The higher percentage reflects labour intensive agricultural practices as well as inability of other sector providing employment. It may be inferred from the graph that agriculture sector in Bangladesh, Ethiopia, India, Liberia, Nigeria, Sierra Leone and Sudan absorbs larger portion of the workforce.

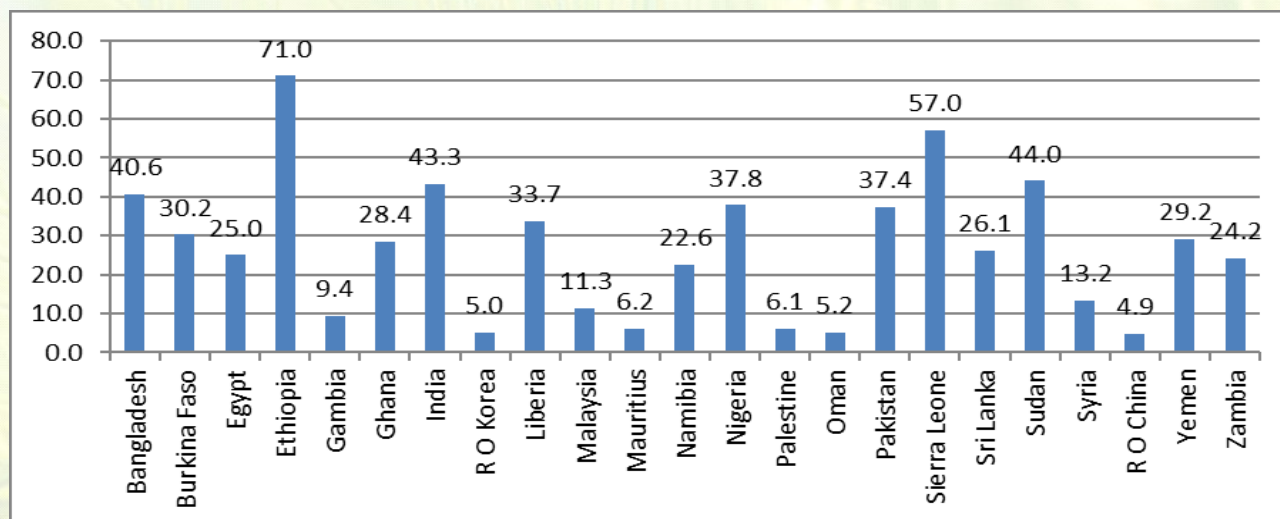


Fig. 5: Percentage of Workforce Engaged in Agriculture in selected AARDO Member Countries
Source: International Labour Organization (ILO), ILOSTAT accessed on 31-03-2020

Land Resources

Based on FAO, UNDP and the World Bank data 2019, the total area of AARDO member countries is 1659.74 million hectares. Of this, land area is computed at 1611.50 million hectares, which is 12.37 % of world's total land areas as indicated in the following table.

(Million Hectares)

S. No	Parameters	Year (2019)			
		AARDO Member Countries	World	% of AARDO (I/II*100)	% Among Member Countries
		(I)	(II)	(III)	(IV)
1	Country Area	1659.7	13497.3	12.3	100
2	Land Area	1611.5	13030.1	12.4	97.09
3	Agricultural Land	650.3	4752.1	13.7	40.35
4	Arable Land	320.1	1383.4	23.1	49.22
5	Land under Permanent Crops	42.6	170.2	25	13.31
6	Forest Land	256	4063.8	6.3	15.42

AARDO member countries have 650.30 million hectares of agricultural land (40.35 % of total land area) which is 13.7% of the world's agricultural land. The arable land is 320.8 million hectare, which is 23.1% of the world's arable land. Land under permanent crops is computed at 42.6 million hectare, which is 25% of the world's area under permanent crops. AARDO member countries occupy 6.3% of the world's forest land which is 256 million hectares (15.4% of their total area) (Table 5).

Agriculture, Livestock and Fisheries and their Trades

To highlight the scenario of agricultural production, livestock and fisheries and their trades in AARDO member countries, data have been sourced from Food and Agriculture Organization (FAO) statistics.

Agriculture Production and Trade

The total agricultural production in AARDO member countries is 2064.15 million tonnes, which is 21.84% of total global agricultural production (Table 6). The value of agri trade (imports and exports) in AARDO member countries has been estimated at US\$ 169748.6 million, and US\$ 97766.6 million, which accounts to 11.4% and 6.8 % respectively of the total agriculture trade of the world (2019) (Table 7).

S. No	Parameters	Year (2019)		
		AARDO Member Countries	World	% of World
1.	Agricultural Production (million tonnes)	2064.15	9451.23	21.84
2.	Import (USD million)	169748.6	1486994	11.4
3.	Export (USD million)	97766.6	1444667	6.8

Note: Data on agriculture production and trade is based on selected produces which include cereals, coarse grains, fibre crops, fruits, oil crops, pulses, roots and tubers, tree-nuts and vegetable.

Livestock Production and Trade

Livestock is an important source of livelihood and nutritional food security for rural population. The total livestock population has accounted for 5984 million in AARDO member countries (2019), which is 18.7% of total livestock population of the world.

The total value of livestock trade in AARDO member countries amounts to US\$ 2021.6 million (imports) and US\$1143.4 million (exports) and their corresponding percentages are 8.9 % and 5.1% as indicated in below mentioned table. It is worth to mention that some of the member countries have higher livestock production (above 200 million), namely, Pakistan (1519.7 million), India (1367.9 million), Bangladesh (433.1 million), Nigeria (317.2 million), Malaysia (287.6 million), Morocco (253.9 millions) and Egypt (202.1 million) (Table 8).

S. No	Parameters	Year (2019)		
		AARDO Member	World	% of World
		Countries		
1.	Livestock Production (million tonnes)	5984	31931.2	18.7
2.	Livestock Import (USD million)	2021.6	22827.5	8.9
3.	Livestock Export (USD million)	1143.4	22364	5.1

Note: Data for livestock include selected species like asses, buffaloes, camels, cattle, chickens, ducks, goats, horses, mules, pigs and sheep.

Fisheries Production and Trade

Fisheries sector provides food security and employment. The AARDO member countries, namely, India, Bangladesh, Republic of Korea, Egypt, Malaysia, Morocco, Nigeria, Republic of China (Taiwan), Pakistan, Sri Lanka and Namibia have immense potential of fisheries for nutritional food supply chain and its trade. The total fish production of the selected species in AARDO member countries was estimated at 30.8 billion tonnes (2018), 17.5 share in world production. The values of import and export accounted for US \$12.9 billion and US \$17.5 billion respectively, which accounted for 8.0% and 10.5 % in the world fish trade (FAO 2018) (Tables 9 and 10).

S. No	Parameters	Year (2018)		
		AARDO Member	World	% of World
		Countries		
1.	Fish Production (millions tonnes)	30.8	176.3	17.5
2.	Import (USD billion)	12.9	162.1	8.0
3.	Export (USD billion)	17.5	166.7	10.5

Note: Data have been compiled on specific species like crustaceans, fish, mollusks and other aquatic invertebrates.

Health Related Indicators

Data on health related issues indicate that average maternal mortality rate (MMR) and infant mortality rate (IMR) are 224 per 100,000 live births and 28.6 per 1000 live births in AARDO member countries as compared to the world's averages of 211.0 and 28.2 respectively (WHO, WB and UNDP, Indux Mundi (MMR 2017) & (IMR 2019) (Table 11).

The average fertility rate of 3.2% in AARDO member (2019) countries is higher as compared to 2.4% of the world's average. However, it varies from as high as 5.3% and as low as 0.9% in Nigeria and R O Korea, respectively. Other member countries have different fertility rates within the range e.g. Burkina Faso (5.1%), Gambia (5.2%), Sudan (4.3%), Liberia (4.2%), Malawi (4.1%), Mauritius (1.4%) and R O China (1.1%).

Sl. No	Parameter	Year (2019)	
		AARDO Member Countries Average	World Average
1	MMR per 100,000 Live Births	224	211
2	IMR per 1000 Live Births	28.6	28.2
3	Fertility Rate (Births per Woman)	3.2	2.4
4	Life Expectancy (years)	69.9	72.7
5	Health Expenditure (% of GDP) 2018	6	9.9

As compared to an average of 72.7 years for the world, life expectancy is 69.9 years in AARDO member countries (2018).

It may be inferred that the prevailing situation is mainly attributed, besides other factors, to the health expenditure/GDP ratio of just 6 % (global average of 9.9%) in AARDO member countries (2018).

3.3 Synopsis of Issues and Major Challenges for Agriculture and Rural Development in AARDO Member Countries

3.3.1 Synopsis of Main Challenges

As AARDO is committed to help its member countries in their endeavours towards achieving their respective national SDGs and the strategic framework proposes to align its activities accordingly, a critical analysis of challenges at macro and micro levels was carried out. Issues such as poverty alleviation, hunger, food & nutritional security, primary health care, climate change: adaptation and mitigation, population and food production, financial inclusion, technical knowhow and transfer of adaptable technologies and role of HRD in developing manpower skills were studied. Moreover, challenges relating to land tenure, small & fragmented land holdings, subsistence farming, land use policies, physical and social infrastructure, management practices, forward & backward linkages, value addition & processing, ageing of farming communities, rural-urban migration, extension services, evolving rural institutions & delivery mechanism, were perused for inclusion in the technical activities of AARDO. Synopsis of main issues and challenges analysed is categorised and captioned hereunder:

Rural Poverty: 78% of world's poorest live in rural areas. Many African-Asian countries have to strive hard to alleviate poverty by transforming their agriculture and implementing other rural poverty alleviation programmes. All these require substantial investment in agriculture infrastructure, promoting farm trade, food processing, value addition, natural resource management, technological know-how and adaptable technologies to eventually achieve sustainable livelihood and happiness.

Rural development and poverty alleviation, despite being priority agendas in the national development strategies and a major destination of donor support in the past decades, stubbornly persist as major challenge in most of the developing countries. There is an increasing realization among the key rural development stakeholders that the achievements made thus far in poverty alleviation are not up to the expectations in most of the developing countries.

Population and Food Production: Agriculture plays a pivotal role in the economies of developing countries in providing food and nutritional security, conserving environment and creating employment and income opportunities for rural people. During the past six decades, world population, having increased from 2.5 billion to 6 billion in 2000, has surpassed 7 billion mark in October 2011, and is projected to reach at 8.2 billion by 2030 and 9.6 billion by 2050. AARDO member countries account for 37.53% of the world's population. This increase in population will be accompanied by growing urbanization, rising income levels and changes in consumption patterns, including a transition to diets based more on milk, meat, fruit and vegetables. Further, increasing population, growing urbanization and industrialization, continuous and unscrupulous use of finite arable land for non-agricultural purposes are resulting into fragmentation and declining trend in per capita availability of arable land for food production from 0.23 hectares (2000) to 0.15 hectares per person by 2050. The situation will further compound in some AARDO member countries which are facing an ageing community of farmers, rural/urban migration for livelihood and reluctance of youngsters to stay in villages.

According to FAO study on "World Agriculture Towards 2030", world's population will be better fed by 2030 but hundreds of millions of people in developing countries will remain chronically hungry. Such a foreseeable scenario would adversely impact most African-Asian developing countries where agriculture remains a fundamental instrument for sustainable livelihood and food security. Agricultural productivity in these countries requires improvement, as majority of small farmers are performing traditional ways with limited factors of production. Similarly, the potentiality of fisheries sector needs to be explored as it has been found that fish and seafood are important sources of nutrition for many, particularly women of child-bearing age and young children. Development of fisheries and aquaculture scintillates the prospects of food & nutrition security, income generation and livelihoods for hundreds of millions of people around the world. Moreover, sustainable expansion in the livestock sector also remains a huge potential as well as an important challenge.

Financial inclusion is another major challenge for inclusive and sustainable development. In spite of the continuing efforts, billions are still unbanked and out of the banking system. Micro-credit has emerged as a tool to capacitate poor and ensure financial inclusion. It is an imperative to remove the impediments in its outreach to the poorest of the poor by improving delivery system and reducing cost. Moreover, regularity framework for microcredit operations, developing linkages with micro enterprises and strengthening coordination need to be introduced. Digital technology has also to be further explored to integrate more people into the financial system.

Rural Transformation through Infrastructural Development and Policy Formulation: The agenda for rural transformation identified by most of the countries and development partners is about improving the overall quality of life in rural areas. The agenda entails promotion of investments in rural infrastructure including health and education. There is a felt need to further develop and promote road and communication network, rural markets; design policies for promoting gender equity and empowerment of rural people, especially the most vulnerable and women through implementation of effective safety-net programmes; improve access of small-scale farmers to innovative markets and their enhanced/strengthened involvement in the whole value chain in order to achieve the desired goals.

HRD for Rural Development: The SDGs development agenda has to be at the centre stage of national development strategies for which there is a need of clear rethinking and refocus on poverty alleviation and rural development. Upgrading of human resources is instrumental to rural development as the concept of rural development has evolved to a comprehensive holistic strategy for rural transformation, requiring inter-disciplinary knowledge and multi-institutional linkages.

Non-Farm activities and Need for Skilled Manpower: AARDO member countries are making every effort to transform and strengthen their rural economies by supporting agricultural diversification and MSMEs development. As rural economies are moving towards non-farm activities and further on the value chain, also targeting regional and international markets, a shortage of skilled manpower has been underlined as a serious constraint in some cases.

Primary Health Care for Rural Development: Primary health care combines accessibility to the health care system; accountability to offer care that meets comprehensive health needs; coordinated and integrated. Unfortunately, in most of the countries of African-Asian region, primary health care, including rural community health and health workforce planning, supply, and distribution still remain to be urgently improved. Health is a crucial aspect and pre-requisite for socio-economic development of many AARDO member countries. The delivery of primary health care in rural areas assumes a pressing need, especially in the pandemic situations like COVID 19, Ebola, SARS, etc.

Technologies for Rural Development: Appropriate technology infiltration in rural areas has to be accelerated. Inclusive growth and sustainable development have to be driven by the progress in technologies. Proliferation of technologies has to optimise new vistas in almost all walks of life including improving efficiency and competitiveness enhancement. Low-cost housing, smokeless stoves, solar energy, clean water and sanitation are some of the dire needs in AARDO member countries. Whereas, Artificial Intelligence (AI), information and communication technologies (ICTs), geographic information system (GIS), remote sensing (RS), precision agriculture, biotechnology, nanotechnology, etc., are being called upon to play important roles in improving the productivity of farmers and enhancing their profitability leading to sustainable livelihood in rural areas.

Appropriate policies have to be worked out to generate investments and attending relevant green technologies capable of boosting food production and economies and significantly transforming rural areas.

Climate Change: Since majority of people in the AARDO member countries are concentrated in rural areas and depend on agriculture and allied activities for livelihood, their sustainability is directly impacted by the climate change and associated calamities, which lately are increasing both in frequency and intensity.

For a systematic inclusion of most of the above as well as other issues which have not been captured in the synopsis, Fig.6 was conceived and fully accounted for integrated during conception of Strategic Framework and the operation plan.



Fig. 6: Major Challenges in Rural Areas

It has been noted that non-inclusive approaches have in some cases witnessed slow progress in rural-development in many countries in Asia and Africa and the recurrence of a series of problems year in-year out.

Most of these challenges in rural areas are interconnected (Fig. 6). Overcoming these challenges require holistic approach, knowledge awareness, technology affordability, inclusiveness policies and most importantly a continuum of capacity building, which fully substantiates the importance of AARDO and its forward looking strategic framework.

3.3.2 AARDO's Response to the Challenges of Member Countries

The above indicated challenges facing the member countries are impeding rural development. However, these challenges could prudently be overcome by turning/translating into opportunities through strengthened cooperation amongst AARDO members and all other stakeholders for concerted endeavors and effective actions with viable solutions. AARDO member countries hold immense potential of natural, physical and human resources that need to be scrupulously utilized by catalyzing rural development process. AARDO will continue to aggressively take up these challenges translating them into opportunities through appropriate interventions in consonance with selected UNSDGs # 1, 2, 3, 5, 10, 13, 14, 15 & 17 to address the issues of poverty, health, hunger, gender equality & reduction of inequalities, climate change, life below water, life on land, and partnership for goals (Fig. 7).



Fig.7: Aligning AARDO's Activities with SDGs

a) End of Poverty and Zero Hunger

AARDO has been addressing the issues of poverty and hunger in rural areas through its various technical activities and will continue to take up these issues more assertively in alignment with UNSDGs #1 & 2 to end poverty and zero hunger to supplementing the endeavours of member countries in achieving their national goals for sustainable rural development and prosperity.

b) Good Health & Well-being

Primary health care is the most basic and, along with emergency and public health services, the most vital service needed in rural communities. There is a need to scale up high-impact innovations to build an equitable healthcare system and make quality primary healthcare accessible and available to underserved populations in priority rural areas of the member countries. Transfer of technologies and low-cost innovation devices can become a game changer and AARDO foresees to play a crucial role in facilitating such transfer of technologies and piloting certain innovations in the member countries.

c) Gender Equality and Reduction of Inequalities

AARDO will strongly continue to advocate gender equality issue and to undertaking technical activities aligned with UNSDGs # 5 & 10 to effectively support the endeavours of the member countries in achieving gender equality, empowering rural women & girls and reducing inequalities. Some of its technical programmes will be devoted to empowerment of rural women.

d) Encouraging Youth towards Agriculture & Rural Development

Some member countries are facing rural youth unemployment issues, whereas a few others are facing the issue of ageing of farming population/community. To address the issues in an

effective way, AARDO would undertake specific technical activities encouraging rural youth towards agriculture and rural development by wooing them for better opportunities and happiness, showcasing successful rural youth programmes, creation of MSMEs, etc.

e) Social and Economic Infrastructural Development

Issues such as provision of basic amenities like safe drinking water, primary health care, education, housing, basic infrastructure including roads, transportation, electrification, internet and communication, banking facilities and market would continue to be addressed by AARDO, within its capacity, by sharing of experiences/best practices, transferring of affordable technologies and capacity building through well designed programmes.

AARDO's technical activities would be undertaken to contribute to the endeavors of member countries in achieving inclusive and equitable quality education and promoting life-long learning opportunities for their rural people with a thrust on youth and woman.

f) Climate Action

AARDO member countries are likely to be impacted by climate change and need greater efforts to combat the impending threat and overcome challenges.

UNSDG #13 is set to take urgent action to combat climate change and its impacts. The UN and many other agencies are working on climate action cutting across the fields of science, policy, technology and finance to empower countries to pursue low-emission development and boost their capacity to adapt and be resilient to climate heating/changes. The Paris Agreement is the world's roadmap for tackling climate change.

AARDO would continue to address the issues concerning climate change and its impact through programmes/technical activities in alignment with UNSDG # 13, 14 & 15 for complementing the efforts of member countries taking prompt actions to adaptation and mitigation. It will address issues of life below water and life on land by way of natural resources management for sustainable development.

g) Strengthened Cooperation & Partnership for the Goals

AARDO, with enhanced visibility, will continue to make sincere efforts in line with UNSDG#17 to strengthen the existing cooperation and forge new partnerships for goals in order to help the member countries in their endeavors for achieving national goals.

AARDO has good metrics in HRD and would continue to take up the above stated issues more effectively through organization of technical meetings addressing at policy, governance and implementation levels; capacity building and specialized training programmes using e-platform & IT modules at international, regional and country levels/On-the-Spot (OTS); implementation of issue/need-based development projects for tangible impact and sustainability; facilitation for transfer of affordable technology; and strong advocacy.

3.4 SWOT Analysis of AARDO

To meet the aspirations of member countries, AARDO has to confidently pursue building capacities and strengthening its technical arms while devising effective strategies to achieve inclusive economic growth, gender equality, and implementing various policies and measures for sustainable development, climate change and enhanced resource efficiency.

A detailed comprehensive SWOT analysis was carried out to assess the internal and external environments and to evaluate AARDO's present and future perspective with a view to prudently turn identified weaknesses into strengths, overcome the challenges, eliminating threats and capitalise on the opportunities in devising objectives of the Strategic Framework 2021-2030.

To factor in internal organizational elements which must be in alignment for the strategic success of AARDO, the balanced scorecard was used.

Concurrently, to comprehensively analyse and evaluate outside features which are susceptible to influence future development and growth of AARDO over the decade, the PEST model was used. Accordingly, Political, Economic, Socio and Technological (PEST) factors were methodically perused.

The following strengths, weaknesses, opportunities and challenges were jotted, discussed and enumerated after a series of lengthy and passionate brainstorming sessions held in the AARDO Secretariat.

Strengths (S)

1. Nearly six decades of experience in rural/agriculture and allied fields.
2. One of the oldest Inter-government Organizations for South-South Cooperation & African-Asian Solidarity.
3. Wide-spread Organization covering 31 African and Asian countries.
4. Outreach through six (6) Regional Offices in the two continents.
5. Observer status with relevant UN organizations.
6. Some four hundred (400) fully-paid fellowships/scholarships annually, encompassing some 70 subject areas related to Agricultural and Rural Development to cater to the needs of member countries.
7. Twenty nine (29) Centres of Excellence/implementing institutions in 12 countries.
8. Experts in 140+ subject areas readily available for dispensing their services.
9. Wide networking with relevant institutions/organizations.
10. MoUs signed with more than forty five (45) international/regional/national organizations.
11. Regular publications /dissemination of information related to rural development & agriculture.
12. Collaboration with regional blocks.

Weaknesses (W)

1. Low visibility of the Organization and insufficient recognition/assessment of its interventions/contributions.
2. Unsound financial resources, due to irregular contribution/huge outstanding/absence of grant-in-aid/support.
3. Slow adaptation of modern HRD methods due to different development levels of member countries.

4. Lower than expected response from stakeholders.
5. Insufficient highlight of organizational activities to governing bodies.
6. Delayed implementation of signed MoUs.
7. Slow follow up/feedback of the programmes/activities and projects replication mechanism.
8. Delay in updating of database (lack of support from implementing institutions).
9. Absence of basket of relevant & affordable technologies.
10. Successful models, best practices & policies are not exposed enough.
11. Lack of donors' attention which prefer bilateral relationships.
12. A number of dormant/inactive members.

Opportunities (O)

1. Untapped potential /prospective Members.
2. Available /emerging relevant affordable/adaptable technologies.
3. UNSDGs 2030, African Union Agenda 2063/ Potential Economic/Trade Groupings.
4. Unified African Union Market - technology and enhancement of trade promotion.
5. Emerging trends in organic farming / conservation agriculture.
6. Prospective CSRs (Corporate Social Responsibilities).

Threats (T)

1. Poor economic performance of some member countries/civil strife.
2. Trade war
3. Inflation
4. Technologies disseminating information similar to AARDO programmes.
5. Natural Disaster, Pandemic and Climate Change.

The brainstorming exercise enumerating the SWOT issues proceeded with a mapping exercise of strengths, weaknesses, opportunities and threats to churn out possible solution, reflected in the following SWOT Matrix:

Sl. No.	MATCHING	SWOT	SOLUTION
1	S ₁ O ₁	S ₁ Nearly six decades of experience O ₁ Untapped large membership	Enlarge membership base by extending outreach and presence through expansion, diversification and localization of technical activities.
2	S ₁ S ₆ W ₁₂ O ₁	S ₁ Nearly Six decades of experience S ₆ Number of fully paid scholarships annually in various subject areas catering to the needs of Member Countries in agriculture and rural development W ₁₂ Dormant/inactive members O ₁ Untapped large Membership	Activate dormant members by encouraging and involving them in AARDO's activities
3	S ₁ S ₃ O ₃	S ₁ Nearly six decades of experience S ₃ Widespread Organization O ₃ SDGs 2030, African Union 2063 /supplement/ Compliment	Showcasing AARDO as enabler in achieving SDGs
4	S ₂ S ₄ W ₁₁	S ₂ One of the oldest Inter-government Organizations for South-South Cooperation & African-Asian Solidarity S ₄ Outreach through Regional Offices W ₁₁ Absence of donors	Collaborate on South-South and Triangular models with selected / targeted donors
5	S ₇ S ₈ O ₅ W ₁₀	S ₇ 29 Centres of Excellence/implementing institutions in 12 countries S ₈ 140+subject experts readily available for dispensing their services O ₅ New trend in organic farming/conservation agriculture W ₁₀ No policy briefs/notes	<ul style="list-style-type: none"> Establishing Clearing House Preparing AARDOPedia for effective knowledge management. Bringing out Policy brief/Notes/ Occasional Papers from time to time
6	S ₁ S ₂ S ₇ S ₈ W ₂	S ₁ Nearly six decades of experience S ₂ Unique Inter-government Organization S ₇ 29 Centres of Excellence/implementing institutions in 12 countries S ₈ Networking with relevant institutions/ Organizations W ₂ Limited financial resources	<ul style="list-style-type: none"> Strengthening of strategic networking and entering into strategic partnership Prudent financial management & long-term financial planning.
7	S ₁ S ₄ S ₆ O ₄ T ₄	S ₁ Nearly six decades of experience S ₄ Wide outreach through Regional Offices S ₆ Number of fully paid scholarships annually in various subject areas catering to the needs of Member Countries in agriculture and rural development O ₄ Unified African Union Market/ technology and enhancement of trade promotion. T ₄ Technologies disseminating information similar to AARDO programmes	<ul style="list-style-type: none"> Sharing of information among members to increase cooperation & trade
8	S ₁ S ₇ T ₄	S ₁ Nearly six decades of experience S ₇ Centres of Excellence (29) -12 countries T ₄ Technologies disseminating information similar to AARDO programmes	Clearing house and AARDOPedia
9	S ₁ O ₂ W ₃	S ₁ Nearly six decades of experience O ₂ Adaptation of new technologies in IT W ₃ Slow adaptation of modern HRD methods	Exploring affordable and appropriate technologies to enhance efficiency in member countries
10	S ₁ S ₇ W ₉	S ₁ Nearly six decades of experience S ₇ Centres of Excellence (29) -12 countries W ₉ Absence of compilation of relevant technologies	Ensuring dissemination of technology, know-how and effective transfer of appropriate affordable technology

Subsequently, strategic alternatives were deduced from the SWOT matrix by matching AARDO's strength to tap opportunities and simultaneously to minimize weaknesses and respond to threats.

The solutions deduced in the SWOT Matrix inferred from SWOT analysis, have been further processed and incorporated in the Strategic Framework where they have been reflected in the form of relevant strategic objectives/activities/interventions.

Eventually, five strategic objectives, which are forward-looking and capable of bridging all gaps, while incrementally enhancing AARDO's visibility, operational efficiency; financial and human resources capacity, were inferred and produced in a tabular form in the chapter on AARDO Action Plan 2030.

3.5 Vision, Objectives, Priorities, Main Thrusts and Novelties of the Strategic Framework

3.5.1. Purpose, Strategic Vision, Target and Impact

1. This Strategic Framework has been conceived as a road-map emanating from the detailed analysis of socio-economic conditions in the member countries and meticulous scrutiny of SWOT to enable AARDO to enhance its catalytic role in agriculture and rural development.
2. It presents a bolstered AARDO, as an important stakeholder to extend support in technological, institutional and policy changes that would trigger a lasting transformation of the rural economies to empower their rural populations for improving productivity and real incomes in an equitable and environmentally sustainable manner.
3. The Framework would also serve as a robust instrument forecasting and articulating expectations with reengineered solutions while shaping agricultural and rural development and facilitating their mainstreaming in the development agenda, policy formulation and budgetary provisions.
4. It is equally intended to facilitate integration of innovation and technology as game changer to steer up rural prosperity, and incorporate SDGs for climate resilient smart agriculture, diversified livelihoods, sustainability and inclusive growth.
5. This Framework proposes to re-engineer and shape general orientations of AARDO, including its Secretariat, over the next decade assuming strong political commitment with adequate resources coupled with effective institutional arrangements and governance.
6. Besides imperatively harmonizing AARDO's mandate with nine selected SDGs, it is a pathway to bring suitable remedies to various maladies identified in the road to prosperity in rural development of its member countries.

The strategic vision of this Framework pertains to heralding AARDO into a more impactful platform and enabler of Sustainable Agricultural and Rural Development (SARD) in Africa and Asia.

The Strategic Framework targets inclusiveness, buoyancy, and resilience of rural communities of AARDO member countries. It foresees transformed rural economies in AARDO member countries with communities enjoying improved quality of life, inclusively and sustainably.

3.5.2. Strategic Objectives (SOs)

To achieve the above vision and targets, the following five strategic objectives have been identified. These strategic objectives will concurrently reinvigorate the Organization and provide the required impetus for rural development in AARDO member countries.

SO1 : Enhance Visibility of AARDO Platform for Agricultural & Rural Development

AARDO's long experience and its technical activities are pertinent & adaptable in the environment of the African-Asian countries. However, in the changing scenario and impending challenges, AARDO contemplates to enhance its visibility not only by expanding and diversifying its technical activities in order to cater to their needs, but also by entering into strategic partnership with several research and academic institutes, national and international organizations, private partners in development (Corporate and NGOs) and stakeholders supporting rural transformation.

SO2 : Excellence in Human Resource Development, Research & Development Projects

Using Modern Technology: Human Resource Development (HRD) is a key component in capitalizing on natural resources in convergence with adaptable/ appropriate technologies in nation building. AARDO's HRD activity is a flagship programme. Using modern technologies like e-platform, introducing new subject areas and localizing its activities, AARDO will continue to strive to bring excellence in its HRD programme, to magnify the impact and extend benefits and to establish a robust monitoring system.

SO3 : Effective Clearing House for Knowledge Management in the form of AARDOPedia

AARDO Pedia will be a repository of database containing affordable technologies, expertise, best practices, programmes and policies for referencing and replication in agricultural and rural development. AARDO aims at establishing a clearing house for rural transformation through knowledge management, referencing, effective planning and implementation and replication of programmes and policies.

SO4 : Enlargement of Membership base and Collaboration for Partnership through South-South and Triangular Model

The two continents of Africa and Asia are richly endowed with abundant natural physical and human resources and hence, hold immense potential for development. Nevertheless, many of the countries, mainly in Africa, are least or under developed and facing many challenges that need early attention. For past six decades, AARDO has been sincerely working and delivering through its various activities for the development of agriculture and rural areas/people in Africa and Asia. However, its outreach has been confined to merely one third of the countries in African-Asian region. Thus, AARDO intends to extend the support and benefit of its technical activities to the rest of the countries in the region by way of enlarging its membership base and strategic partnership for collaborations and networking.

SO5 : Ensuring Financial Sustainability through Effective Fund Management

Financial strength and stability are imperious for planning and development. Contemplating to achieve the goals set in the Strategic Framework, AARDO aims at optimizing its resources through effective fund management and generating additional resources.

4

AARDO ACTION PLAN 2030

The strategic objectives inferred have been comprehensively explicated and broken down into a list of activities, key performance indicators and targets. The main ones are tabulated below in an all-inclusive AARDO Action Plan 2030 which also spells out AARDO Development Goals (ADGs) 2030 and means of verification of achievement of these ADGs.

Strategic Objectives (SOs)	Main Programmes/ Activities	Key Performance Indicators	Mid-Term Targets 2025	AARDO Development Goals (ADG)/Targets 2030	Means of Verification
SO1: Enhance Visibility of AARDO Platform for Agricultural and Rural Development	A1: Expansion and diversification of technical activities	K1: Increase in number of beneficiaries/ scholarships (5% annually)	MT1: Increase the number of beneficiaries/ scholarships (25%)	ADG1: Increase the number of beneficiaries/ scholarships (50%)	Number of beneficiaries/ scholarships, activities and annual reports
	A2: Strengthening of Regional Offices	K2: Number of collaborative activities / replication of best practice applying suitable technologies (2 annually)	MT2: Organization of collaborative activities/ replication of best practices	ADG2: Organization of collaborative activities/ replication of best practices (12)	Evaluation reports, Activities/projects completion reports
	A3: Advocacy for mainstreaming RD in policy for including in social media	K3: Policy Notes/ briefs on rural and agricultural development (at least 12 in a year)	MT3: 50 Policy Notes/ Briefs	ADG3: 100 Policy briefs and consequential number of followers in social media	Number of Policy notes and briefs released/ published
SO2: Excellence in Human Resource Development/ Research/ Development Projects Using Modern Technology	A1: Localization of activities and Initiatives in New Subject areas and Methods (e-Learning & OTS/National Programmes)	K1: Number of need-based activities in new areas through E-learning/OTS/ National level programmes including Research & Development projects (5 annually)	MT1: Number of need-based activities in new areas through E-learning /OTS (10)	ADG1: Number of need-based activities in new areas through E-learning/ OTS (20)	Reports of the OTS/ E-learning activities completed Annual Reports, publications and website of upgraded Technical Arms
	A2: Strengthen Technical Arms/ Institutions in member countries in operational areas	K2: Improved Technical Arms and institutions in new areas through OTS (2 annually)	MT2: Upgraded Technical Arms in new areas through OTS (6)	ADG2: Upgraded Technical Arms in new areas through OTS (12)	Publication of at least three project-based research articles
	A3: Conception, Implementation and Monitoring (CIM) of development Projects	K3: Data and report Facilitating evidence based policy and roll-on	MT3: Update databank on projects and documenting of success stories (05); Publication of at least one project-based research article	ADG3: A Solid data bank on projects with sufficient evidences and documentation of several success stories	

Strategic Objectives (SOs)	Main Programmes/ Activities	Key Performance Indicators	Mid-Term Targets 2025	AARDO Development Goals (ADG)/Targets 2030	Means of Verification
SO3: Effective Clearing House for Knowledge Management in Agriculture and Rural Development including Efficient Repository of Affordable Technology, Expertise, Best Practices, Policies and Programmes	A1: AARDOPedia (Menu/Basket of identified affordable/ suitable technologies, best practices and expertise)	K1: Activated and accessible AARDOPedia for new & affordable technologies/ best practices (5 annually)	MT1: Full-fledged operation of AARDOPedia covering Affordable Technologies/ practices/ Programmes (15)	ADG1: Affordable technologies for demonstration and replication (30)	Published Policy Briefs/Notes Annual Reports
	A2: Dissemination of information through Publications/website/ social media	K2: Publication of Policies promoting Rural Transformation (1-2 annually)	MT2: Publication of Policy Briefs (6)	ADG2: Publication of best policies (12)	Report of the online/field-based exposure visits
	A3: Facilitate swift transfer of technologies and scaling up	K3: Online/field-based exposure to innovation (1-2 annually) for the primary stake holders and aggregation of demand for selected technologies	MT3: At least 6 online/field-based exposures to innovation technologies for primary stake holders	ADG 3: At least 12 online/field-based exposures to innovative technologies for primary stake holders	
SO4: Enlargement of Membership-base and Collaboration/ Partnership through South-South and Triangular Model	A1: Approaching potential donors / organizations like UN specialized agencies and prospective member countries for institutional collaboration, networking and mobilization of resources and enrolment of new members	K1: Enrolment of new members (1 annually)	MT1: Enrolment of new members (5)	ADG1: Enrolment of new members (12-15)	Annual Reports and Reports of the LC & EC of AARDO
	A2: Implementation/ actuation of signed MoUs	K2: Collaboration with new partners/donors/UN agencies/ institutions (1-2 annually)	MT2: Collaboration with new partners/ donors/ UN agencies/ institutions in member & prospective member countries (6)	ADG2: Collaboration with new partners/donors/ UN agencies/ institutions in prospective members (12)	Signed Agreements with the Partners, Annual reports
	A3: Forging Strategic Partnership	K3: Forging partnership with national and international Organizations/ Institutions including Corporates and NGOs	MT3: Collaborations with at least 05 sustainable new partners other than the training Institutes	ADG 3: Collaboration with at least 10 sustainable partners	

Strategic Objectives (SOs)	Main Programmes/ Activities	Key Performance Indicators	Mid-Term Targets 2025	AARDO Development Goals (ADG)/Targets 2030	Means of Verification
SO5: Ensuring Financial Sustainability through Effective Fund Management	<p>A1: Optimal utilization of available resources including austerity measures</p> <p>A2: Realization of arrears, generating additional resources through enrolling new members and collaborations</p>	<p>K1: Operating within budgeted amount</p> <p>K2: Realization of the outstanding membership contribution and contribution from new membership/ collaborations annually</p>	<p>MT1: Efficient utilization of available resources</p> <p>MT2: Realization of outstanding membership contribution up to 35% and contribution from new membership / collaborations.</p>	<p>ADG1: Operational cost is maintained around 3%</p> <p>ADG2: Realization of outstanding membership contribution up to 80% and contribution from new membership/ collaborations</p>	<p>Annual Reports, Financial Reports and other publications</p> <p>Number of new members</p>

4.1 Strategic Priorities, Main Thrust Areas and Novelties of the Strategic Framework

The main thrust areas of AARDO's Strategic Framework aim at : Enhancing the sharing of knowledge, transfer of technologies and country experiences towards enhancement in agriculture and rural development; Advocating mainstreaming rural development in policies and programmes; Sharing of affordable and innovative technologies for smart and sustainable agricultural and rural development; developing more programmes focusing on food systems use value chain analysis, value addition, fair food systems and generation of employment through MSMEs, while tapping fully the enormous potential of youth and women and leveraging on partnership based on SST model to support member countries in transforming their rural economies sustainably.

The strategic priorities and a few novelties elaborated in this Framework revolve around: an AARDOpedia, being conceived as a repository to include, inter alia, ATM (Affordable Technology Menu), successful models, policies, programmes, strategy for the development and use of digital technologies, targets and milestones based on a common set of result indicators for each specific objective, dashboard monitoring system to follow KPI and ensure timely corrective actions, succession planning and upgrading of skills of staff of AARDO and enhanced role of Regional Offices, Nodal Ministries and Centres of Excellence.

From an implementation perspective, the collective synthesis of deduced five Strategic Objectives would cover a series of following strategic priorities/main thrust areas and novelties (Fig. 8).

SP1 : Data supporting evidence-based policies, project roll-on and developing AARDOpedia (virtual platform/repository of

knowledge, best practices/models/expertise & policies in agriculture and allied activities);

SP2 : Aggregation of demand for economizing scale and bulk sourcing in specific areas (health/renewable energy/water/IT/advanced capacity building, etc.);

SP3 : Catalyzing technology transfer;

SP4 : Building New Partnerships & Forging Collaboration for Innovative Projects; and

SP5 : Scaling up with consultants for preparing project proposals and sourcing of funds from donor/funding agencies.

- As a priority, AARDO would strategically expand and diversify its activities in consonance with UNSDGs for enhanced participation and strengthened networking amongst the member countries, implementing institutions, stakeholders and beneficiaries to magnify the impact.
- To enhance AARDO's visibility and for tangible impact, AARDO would strengthen its Regional Offices (ROs) and conduct its programmes on online, offline and hybrid modes.
- AARDO would initiate activities in new subject areas, introduce, demonstrate and facilitate application of affordable technologies and use e-learning methods by involving both government and private institutions both at national, regional and international levels.
- AARDO would focus its technical work programme more towards the education, primary health care and climate change besides continuing the present focus on youth and women. Digital empowerment of youth may play a crucial role in this endeavor.

- Given the complex nature of challenges and the multitude of stakeholders involved in agriculture and rural development, AARDO envisions creating a partnership platform to enhance the impact and effectiveness of action through combined and more efficient use of resources. The partnerships function will bring together innovators, impact accelerators, fund providers, social entrepreneurs and corporate to create an innovation ecosystem capable of delivering, affordable, accessible and sustainable technologies for rural and agricultural development.
- To cater to the needs of the member countries and impinge upon the larger number of beneficiaries, AARDO would encourage On-the-Spot (OTS)/country level programmes.
- AARDO's Technical competence will be strengthen and expanded.
- AARDO would bring out an AARDO Pedia - a basket/menu of compiled affordable technologies, best practices, programmes, expertise and policies for knowledge management in agriculture and rural development in the member countries leading to enhanced impact and benefits. This digital platform will offer a menu of high impact and locally relevant innovations and technologies to country governments to address key challenges.
- AARDO would continue to widely disseminate information pertaining to agricultural and rural development through its publications, website and social media.
- AARDO would continue to approach potential donors /organizations like UN specialized agencies and prospective member countries for institutional collaboration, networking and mobilization of resources and enrolment of new members.
- AARDO would continue to make efforts for initiating collaborative activities by activating/implementing MoUs signed with various organizations/institutions.
- AARDO would follow the strict austerity measures and optimize its key resources and make sincere efforts to realize outstanding arrears.
- AARDO would continue to endeavor generating additional resources through enrolment of new members and collaborations with potential partners.
- The continuing interventions would be constantly monitored and timely evaluated/measured in the form of KPIs, MTs and ADGs through effective mechanism. An appropriate action / strategic shift would be taken as and when required in order to achieve the goals. The outcomes and achievement could be verified through various means as indicated above.
- Technical Support Units (TSUs) with the support of international NGOs/academic institutions in the nodal ministry would be advisable.
- Aggregation of demand for technology solutions and Training Need Assessment (TNA) for rural development, at various levels, would be contemplated.
- AARDO will come out with improved and advance programme reporting on the work carried out and the results achieved by the Organization during the preceding triennium. It shall provide quantitative and qualitative information on delivery, targets and indicators of results of both Strategic Objectives and Operational Objectives as planned in the Work Programme of the Triennium.

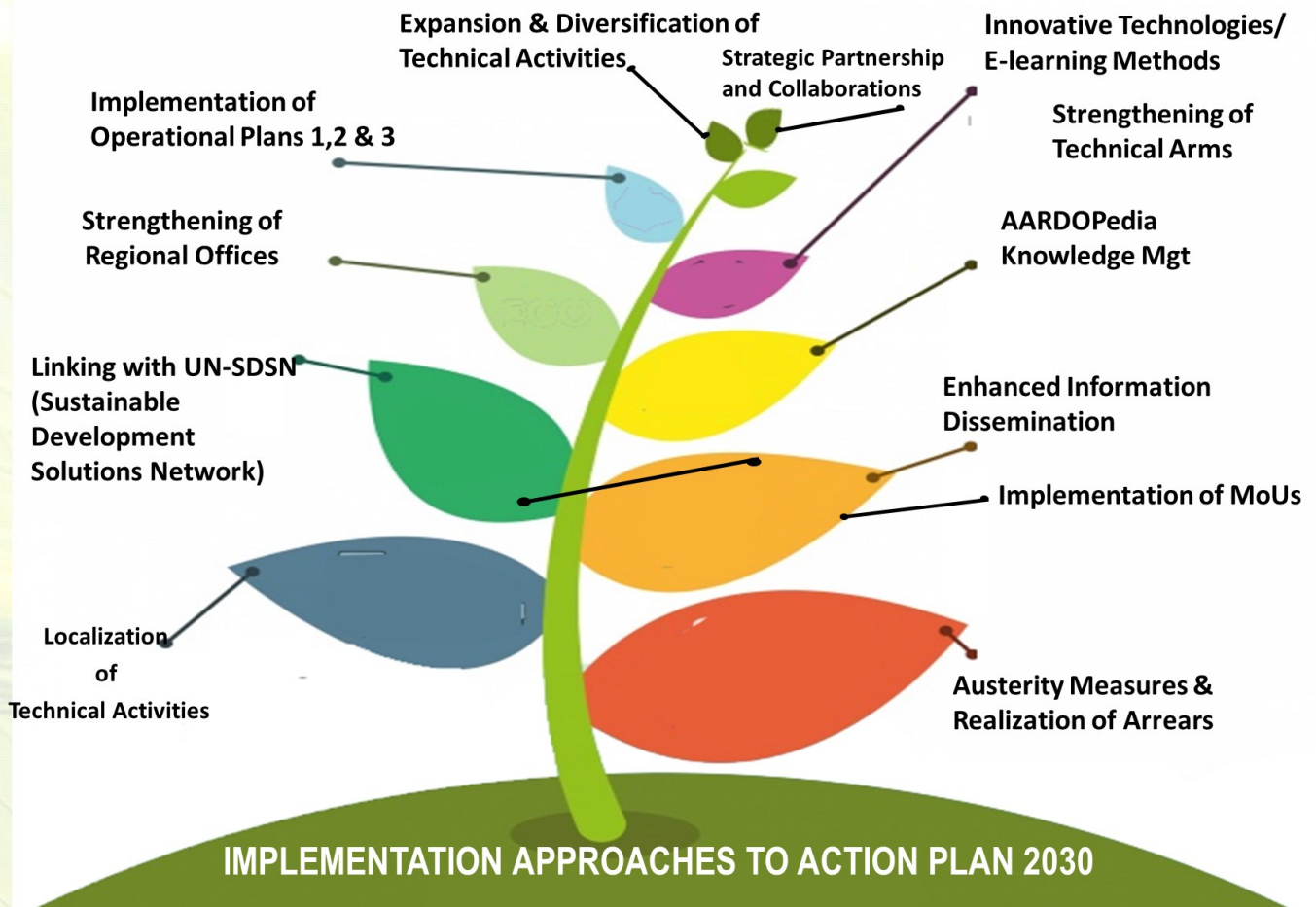


Fig. 8 : Strategic Priorities (SPs)/Thrust Areas

5

HUMAN RESOURCE AND FINANCIAL PLANS OF THE STRATEGIC FRAMEWORK

To guarantee success of the Strategic Framework 2021-2030 and to meticulously and professionally guide its implementation, a human resource plan 2021-2030 has been chalked out hereunder.

5.1 Human Resource Plan for AARDO Secretariat

AARDO will strengthen further and reposition its administrative capacity to implement the Strategic Framework 2021-2030 by upgrading the skill of existing personnel, using hi tech in office automation, making the office space more energy friendly and use latest cost savings and sustainable management tools in view of the expansion of AARDO activities (Fig.10).

Expansion of Activities: Under the Strategic Framework (2021-2030), AARDO will foray into new areas like developing AARDO-pedia, data analysis, preparing policy briefs, collaboration with new sustainable partners/donors/UN agencies/institutions (Annexure 8), enrolment of new members, e-publications of successful policies, practices, programmes, etc.

AARDO will also expand its existing works like annual increase in number of training scholarships by 5%, identification and strengthening of technical arms/institutions in member countries in operational areas, localization of need based HR activities in new areas, strengthening of AARDO's Regional Offices, developing robust Monitoring & Evaluation (M&E) system and realization of outstanding membership contribution and

contribution from new membership/collaborations.

Establishment List: To implement new works and expand its existing activities, as per its establishment list, AARDO has 55 posts including 03 international but the AARDO Secretariat has been managing with little over one half of total staff strength. Filling of some of the vacant posts has been deferred due to prevailing financial constraints, though the Organization has been fully implementing its activities with well qualified, knowledgeable and experienced middle level (ID-2) officers.

Personnel Plan: The Organization would revisit the existing establishment list to rationalize the posts and declare some posts redundant in line with new requirements keeping in view the level of progress of Strategic Framework plan as well as improvement in the financial health of the Organization. This would be achieved through (i) internally, by optimizing existing staff by way of retraining or skill upgradation, promotion, mid-career review, redeployment, transfers, etc., (ii) externally by hunting new talent having specialized skill, requisite qualification and relevant experience. These exercises would be done keeping in view that the overall strength of the staff remain at 55 and if required, the Executive Committee, would be approached for creation of new posts as proposed in the Finance Plan 2030.

The additional manpower, under the proposed Financial Plan 2030, would be three (3) under the scenarios 1 & 2 or five (5)

under scenario 3 (Annexure 9). The nature of employment would be ad hoc assignment, contractual, consultancy or incentive based.

With the expansion of existing as well as generation of new works, a plan would be devised to train the successor of those who are unable to sufficiently perform or leave/retire from the Organization in order to maintain continuity. The successor (shadow officer) would be involved in various stages of implementation and exposed to attend/observe different meetings so that effective transfer of knowledge, skill and experience takes place. If required, successor be sent for training to develop supervisory skills or learn to own more responsibility.

Recruitment Ethics: While hiring or recruiting new personnel, the principles/ethics of transparency, fairness, accountability, non-discrimination on the basis of ethnicity, colour, creed and sex as well as culture of multi-nationality work environment would continue to be followed.

Further, consultant/expert would be hired specifically to prepare/develop proposals for projects and sourcing of funds from donor agencies. He/she will negotiate terms of project funding, liaise with donors' headquarters, coordinate implementation and would be remunerated from the project funds.

Smart Management: The office management would strive to be in line with green energy system adopted by the United Nations Secretariat, depending upon availability of resources. The focus would be on automation as far as possible and smart management tools like (i) e-meetings, e-calendar, e-documentation of records, face detection attendance system, intra-net, e-leave, e-stationery, (ii) e-communication with the application of Artificial Intelligence and Internet of Things (IoT) and (iii) green energy based

office infra like sensor lights, sanitation, ventilations and vegetation, water saving technologies, etc. AARDO will thus ensure sustainable use of resources.

The overall objective of HR plan would be to create more efficiency, economize the usage of resources and minimize operating cost through a variety of austerity measures.

Simultaneously, an outlay of a financial plan corresponding to the Strategic Framework has been computed as follows:

5.2 AARDO's Financial Plan

Since inception in 1962, AARDO member countries have been expressing high expectations and a wide vision with regard to what AARDO should do to achieve its mandate of catalyzing rural development. The endeavor of the AARDO Secretariat has, accordingly, been to realize those expectations and vision. This has resulted in constant growth of AARDO, under the guidance and recommendations of AARDO's decision-making bodies. AARDO has, thus, enhanced its activities and programmes to meet the increasing demand of member countries inter alia, for Human Resource Development, capacity building programmes and development pilot projects. Under its Strategic Framework 2021-2030, AARDO is refocusing its strategies to further assist its members in responding to new challenges and in implementing the 2030 Agenda for Sustainable Development. From the financial perspective, this entails, inter alia, the following:

- Generating enough resources to meet technical and organizational activities.
- An increased membership
- Contribution to the Corpus Fund
- Realization of arrears

- Joint implementation of programmes with technical and financial contribution of partners/donors
- Restructuring and expansion of the Organization

AARDO has, thus, focused on optimizing its financial resources through effective management measures namely:

- Taking austerity measures through optimal utilization of available resources
- Realization of arrears, generating additional resources through enrolling new members and collaborations
- Mobilizing resources through strategic collaboration and network by approaching both international governmental and private funding agencies

Given the long-term span of ten years and unprecedented events impacting visibility, the Secretariat has accordingly prepared three (3) scenarios projecting the budget, covering the AARDO Framework for the period 2021-2030. These scenarios depict three approaches, namely: conservative, realistic, and optimistic.

Under these scenarios, estimated receipt ranges from 20.72 million US Dollars to 28.74 million US Dollars and estimated expenditure ranges from 21.49 million US Dollars to 27.12 million US Dollars.

Scenario 1: A deficit of 3.70% is foreseen because of special emphasis laid on the ambitious Work Programme including Technical Activities, Development Pilot Projects, Strengthening of Regional Offices and Collaborating with International/Regional Institutions.

Scenarios 2 and 3: There are surpluses of 1.45% to 5.62% in scenario 2&3 respectively. The amount would be utilized to finance/meet

the expenditure of special activities/projects or part of surplus may be incorporated/transferred to AARDO Corpus Fund, subject to approval.

Details of the estimated receipt (Statement A) and estimated expenditure (Statement B) are given at Annexure 9.

Selected Explanatory Notes to Financial Plan

5.2.1 Financial Position and Related Issues

Surplus and Savings of the Organization

Accumulated savings and surplus over the years available with the Organization would continue to be invested in short and medium-term deposits accounts to earn better interest income.

Membership Contribution

- During last decade, increase in membership contribution was not substantial as opposed to increase in expenditure and inflation. To meet the overhead of the Organization such as personnel and administrative, regular increase in membership contribution is needed. Moreover, new initiative in terms of any technical activity would require new additional funds.

- The funds of the Organization are derived mainly from the annual membership contribution of members. Currently, AARDO has thirty-three (33) members from Africa and Asia (Annexure 7). It is estimated that expected new members in scenarios 1 & 2 would be twelve (12) with minimum annual membership contribution. Whereas expected members under scenario 3 would be fifteen (15) with average annual membership contribution.

- Keeping in view of trend in incurring the overheads and inflation estimated increase, during the next decade, total membership

contribution would have to be subject to an increase of 10% in each AARDO Conference.

Interest Income - Corpus Fund

- Establishment of a Corpus Fund of AARDO has been approved by the 71st Session of AARDO Executive Committee, held on 12-14 February 2019, in New Delhi, India, duly mandated by the 19th General Session of AARDO Conference. The fund would be provided by any willing country/organization, preferably as grants or loans without interest for a period of at least two trienniums, which would be returned by the end of the agreed period to the donor without interest. Corpus Fund would assist AARDO:
 - i) through interest income in the event of delayed contribution or insufficient surplus and savings of the Organization.
 - ii) to supplement the resources of Organization for taking up programmes related to rural development in any member country and eligible member country.
 - iii) to provide financial assistance for such programmes and activities as are taken up by member country for accelerating rural development, but are not covered under AARDO activities.
- It is estimated that expected interest income on the fund balances in the accounts would be 3.0%.

Additional Technical Contribution - Memorandum of Understanding

- The Organization has Memorandum of Understanding (MoU) with Ministry of Rural Development, Government of India since 2009. According to the MoU, Government of India has offered and provided additional technical contribution towards capacity building programme by way of organizing various

training programme at centres of excellence. It is estimated that more members would emulate this model of additional technical contribution for organizing capacity building programme for the benefit of members.

Merger of AARDO Development Fund with Corpus Fund of AARDO- A proposal

- The 40th Session of Executive Committee held during 25-27 January 1994 in Cairo, Egypt approved setting up the AARDO Development Fund. The fund to be managed by the Chairman, Liaison Committee, One Member Country from Africa, One Member Country from Asia and Secretary General, AARDO. The amount available in the Fund is lying in the bank and earning interest. It is proposed to merge AARDO Development Fund, amounting to US \$25979, with the Corpus Fund of AARDO.

Grant in Aid/Collaboration

- The Organization is striving hard to mobilize additional resources from donor agencies like International Fund for Agricultural Development (IFAD), Asian Development Bank (ADB), African Development Bank (AfDB), and other donors. It is estimated that greater collaboration would generate resources under the head 'Grant in Aid'/Collaborations.
- The support of consultants would be sought to prepare project proposals for submission to funding/donor agencies.

5.2.2 Arrears and Related Issues

Realization of Arrears

- The Organization has accumulated outstanding amount of arrears with its members.
- It is estimated that expected realization of arrears, in scenario 1 to 3, would be 35% to 80% of the total outstanding.

5.2.3 Operational and Administrative Issues

Personnel

In line of its vision of 2030, AARDO proposes to enhance the capacity of its personnel in terms of technical as well as administrative competencies. Estimated requirement of additional personnel, during the period 2021-2030 would be three (3) in scenarios 1 & 2 and five (5) in scenario 3.

Modernization

Modernization of the Organization requires capacity to handle larger volumes of information. The need and importance of network technology for fast delivery, easy access and sharing of information for optimal organizational use and decision-making will be adequately met by using latest information and communication technology (ICT) tools in implementation of AARDO's organizational as well as technical activities.

Operating Expenses

Austerity measure and optimal utilization of available resources would be the overriding principle in incurring the overheads and other expenditure of the Organization.

Regional Offices

At present, there are six (6) AARDO Regional Offices located at Seoul (Republic of Korea), Amman (Jordan), Accra (Ghana), Lusaka

(Zambia), Islamabad (Pakistan) and Cairo (Egypt). The Regional Offices would be strengthened to play their prescribed roles more effectively to extend the coverage and the image of AARDO in Africa and Asia.

Enhanced Technical Work Programme

- The Secretariat would carry out its technical work programmes with new and additional programmes. Under scenarios 2&3, special emphasis has been given to the technical programme by incorporating new activities and financing of development projects.

- It is proposed that AARDO would consider the organization of Summit level meetings to include politician, policy makers, academia, practitioners etc., in the technical activities.

Collaboration

Enhancing collaboration with international and regional institutions such as Asian Development Bank, African Development Bank, International Fund for Agricultural Development (IFAD) etc. for implementation of projects.

Capital Assets

Capital Assets, including fleet of vehicles, would be judiciously managed. The Secretariat will ensure timely disposal of obsolete items, including vehicles.

Objectives	Reduce Costs	Optimize Existing Personnel	Increase Efficiency	
WORKS	New Works		Expansion of Existing Works	
	<ul style="list-style-type: none"> Developing AARDOpedia Evidence creation & data analysis Preparation of policy briefs e-learning modules Information Platform (Knowledge Park) Collaboration with new partners/ donors/UN agencies/institutions/ corporate and new member countries (12) Enrolment of new members (12-15) New e-publications on best rural development practices, policies and programmes Membership contribution of new members 		<ul style="list-style-type: none"> Increase in number of participants and covering all member countries in seminars/ workshops/ training programmes by organizing online, off line and hybrid mode. To Increase number of Scholarships by 5% every year 	
EMPLOYMENT TYPE	Ad hoc or assignment basis	Contractual	Consultancy	Incentive based
	Internal (within)		External (outside)	
STRATEGY	<ul style="list-style-type: none"> (re) training and skill development redeployment/transfer Capacity based promotion Mid-career review for professionals Succession plan 		<ul style="list-style-type: none"> Specialised Skill Requisite Qualification Experience 	
	PERSONNEL REQUIREMENT		Three (3) personnel under scenarios 1&2 or five (5) personnel under scenario 3 of the Finance Plan 2030	
PRINCIPLES/ ETHICS	Transparency	Fairness	Non-discrimination on the basis of ethnicity, colour, creed and sex	Multi-nationality work environment
SMART ADMINISTRATION	Automation Processes	Office <ul style="list-style-type: none"> e-meeting e-calendar e-documentation of records face detection attendance e-stationery e-leave 	e-communication with application of: <ul style="list-style-type: none"> Artificial Intelligence (AI) Internet of Things (IoT) 	Green Energy <ul style="list-style-type: none"> sensor lights e-water saving technologies e-Sanitation Ventilation Vegetation

Fig. 10: Human Resource Plan for AARDO Secretariat (2021-2030)

6

OPERATIONAL PLANS OF AARDO

Covering a decade, the Strategic Framework will encompass a minimum of three operational plans as AARDO has, so far, been operating on a triennium basis. AARDO will continue to provide a platform to its member countries for technical cooperation and collective action through sharing of knowledge and experiences, and technology transfer for achieving their respective national development goals. AARDO Secretariat will strive to meet the high expectations of the member countries under the guidance of its decision-making bodies. All technical activities and programmes including capacity building and development pilot projects would be enhanced to be more impactful.

AARDO's interventions will continue to be mainly indirect, induced and catalytic in nature, pertaining mostly to capacity building and competency development through Human Resource Development (HRD), Financing of Development Pilot Projects, Dissemination of Information and Networking with a large number of institutions and partners.

To initiate the Strategic Framework, AARDO will undertake its Technical Work Programme: 2021-2023 and work programme 2024 as extended year (as Operational Plan-1) focused on Consolidation of Financial and Human Resources. After its due evaluation, the subsequent Technical Work Programme: 2025-2027 (as Operational Plan-2) will be undertaken for diversification of resources and a Comprehensive Mid-Term Review - 2025, preceding the final leg of the planning through Technical Work Programme: 2028-2030 (as Operational Plan-3) for preparing AARDO for 70 Years since establishment. The overall

planning process will thus culminate with the accounting period of SDGs when an all-inclusive assessment of the Strategic Framework is contemplated.

i) Technical Work Programme 2021-2023

Operational Plan - 1: Consolidation of Financial and Human Resources

6.1 AARDO's Human Resource Development Programme

In view of the challenges reflected from majority of agrarian rural population, poor infrastructure, shortage of skills, lack of technical know-how and institutional support, and daunting needs of the member countries, AARDO embarked on human resource development programme to support them with appropriate interventions.

Over the years, Human Resource Development (HRD) has turned out to be a flagship programme of the Organization. HRD programme encompasses training courses, workshops/seminars, study visits, deputation of experts, in a wide range of subject areas, which, among others, include small scale and agro-based industries, micro credit delivery system and rural governance, women empowerment, agricultural and rural cooperatives, community development, integrated rural development, rice and vegetable production, appropriate technology for sustainable agricultural development, and so on. AARDO's HRD programmes are aligned with UNSDGs #1, 2, 3, 5, 10, 13, 14, 15 & 17 addressing the issues of poverty,

hunger, gender equality, inequalities, health, climate change, life below water, life on land & partnership for the goals. Through capacity building, training of the functionaries of rural development programmes/projects, arranging deputation and exchange of experts, and providing forum for sharing knowledge, ideas, experiences amongst the development planners and policy makers, AARDO will continue to support its member countries and to complement their endeavours towards achieving their respective national SDGs.

The updated details of institutions/venues and the number of scholarships presently provided by AARDO under its HRD programme are given in the following table:

(I). REGULAR PROGRAMMES TO BE CONTINUED				
A) International Training Programmes				
SI No	Name of Institution	Country	Fellowships/Scholarships	
			Annually	Triennium
1	EICA	Egypt	40	120
2	DRC	-do-	15	45
3	ICLPST	R O China (Taiwan)	06	18
4	ICDF	-do-	10	30
5	AVRDC - The World Vegetable Centre East and Southeast Asia	Thailand	10	30
6	ITEC	India	70	210
7	Add. Capacity Building Pro-	-do-	80	240
7.1	IARI	-do-	(10)	(30)
7.2	IASRI	-do-	(10)	(30)
7.3	CSSRI	-do-	(10)	(30)
7.4	CIAE	-do-	(10)	(30)
7.5	CMFRI (WS)	-do-	(15)	(45)
7.6	NIRD&PR (WS)	-do-	(20)	(60)
7.7	NIRD&PR (PGDRDM)	-do-	(05)	(15)
8	KOICA {IEEC}	R O Korea	20	60
9	INFRA	Malaysia	20	60
10	ARMTI	Nigeria	20	60
11	IRRI	Philippines	05	15
		Sub-total (A)	296	888
B) Master's Programme				
12	PSPS {Yeongnam Univ.}	R O Korea	05	15
		Sub-total (B)	05	15
C) International Workshops-cum- Training Programme (Regular)				
13	BARD	Bangladesh	20	60
14	RDA	-do-	20	60
15	AHK NCRD	Pakistan	20	60
16	Mulungushi University	Zambia	20	60
		Sub-total (C)	80	240
Grand Total A+B+C =			381	1143
(II). PROPOSED PROGRAMMES				
Type of Programme			Number of Programmes in Triennium	
D) International / Regional Level Workshops/Seminars/Conferences/RTM/ Forum			09	
E) Field / National Level Training Programmes			12	
F) Participatory Technical Cooperation Programmes –Study visits			09	
G) Study Visit of Expert to R O China			03	
H) Ministerial Visit programmes			On request basis	
I) Deputation of Experts/Consultants			On request basis	
J) Research Studies			On request basis	

Specialized training programmes would be organized on regular basis at AARDO's centres of excellence at international/regional and national/country levels for participation of senior and middle level government officers involved in agricultural and rural development programmes/projects. These programmes would be organized for short duration of two (2) to three (3) months as well as for long duration of one year to one and half year. These programmes would cover around 70 subject areas to cater to the needs of trained/skilled manpower in the member countries in agriculture and rural development which, among others, include agrarian reforms, sustainable agricultural development, crops production, integrated pest management, fertilizer quality control, adoption of technologies, combating desertification, land & water management, watershed management, animal production and health, poultry production & health, aquaculture and fish production, development of micro-enterprise, small industries' development, food processing, empowerment of rural women, financial inclusion, community development, poverty alleviation and so on.

AARDO would continue to organize the workshop/seminar/roundtable/forum on various facets of rural and agricultural development to promote and strengthen cooperation and understanding among the member countries for better appreciation of each other's problems through sharing of their knowledge

and experiences and mutual exchange of experiences among their policy makers, planners and other stake-holders. The recommendations would be considered very crucial for planning and formulating policies and programmes for rural development.

Under its Participatory Technical Cooperation Programme, AARDO would continue to organize study visits for experts, scientists and senior government officials, on specific requests from the member countries, to study the achievements, innovations, best practices, etc. from each other.

In view of the growing needs in the member countries, AARDO would depute requested experts to extend their services in planning and implementation of agricultural and rural development programmes on request basis.

Research studies would be undertaken, in collaborations with the research institutions, universities and NGOs, on the subjects relevant to the pressing needs of the member countries.

A detailed Technical Programme 2021-2023 has been approved by the governing bodies of AARDO. Ensuing technical programmes would encapsulate the evaluation and appraisal of the operational plan. Eventually there would be, as described above, interconnected operational plans within the ambit of the Strategic Framework 2021-2030.

7

PERFORMANCE DRIVERS FOR IMPLEMENTING AARDO STRATEGIC FRAMEWORK

Taking an eagle's eye view on the strategic chessboard, a series of AARDO's Performance Drivers have been identified to catalyse efforts and ensure successful implementation of the Strategic Framework.

The main drivers are enumerated hereunder:

1. AARDO's implementation capacity in terms of human and financial resources as well as its enhanced network of implementing institutions/Centres of Excellence would be the main drivers for the targeted strategic objectives and programmes under the Strategic Framework.

1.1 The success of the Strategic Framework will equally be driven by identification of new institutions, strategic partnership and strategic collaborations for technical activities in chartered areas as well as for resource mobilization towards project implementation in the member countries. The integration of AARDO's platform with other platforms in SARD would be one of the important levels of success. Leveraging on integrated collaborative platforms, including international agencies, research institutes, academics, non-profit foundations and farmers' organizations would increase probability of achieving earmarked indicators and targets.

1.2 AARDO's Technical Arms would consequently have to be capacitated/equipped through capacity building and exposure to areas being addressed.

1.3 The scale and speed of technologies in priority areas addressing SDGs may substantially drive favourable outcome of the Strategic Framework.

1.4 Strategic localization of activities and need/issue-based projects which are expandable & replicable would also determine the success.

1.5 At the level of member countries, some performance drivers to enhance agricultural &

rural development would pertain to provision/enhancement of conducive legal framework and supportive/enabling policies for replication of successful ARD models/programmes. With the member countries' full support and participation in consolidation, AARDO would ensure implementation of targets of the Strategic Framework.

2. AARDO's Regional Offices to play a more active role as an implementing arm of AARDO. It is foreseen that the regional offices would more actively organize Regional Level Programmes and in order to address the specific issues in the respective regions in the context of SDGs, the existing Coordination Committee of the Regional Offices would be restructured/expanded by involving academicians, INGOs and donor agencies and other stakeholders. Moreover, a close evaluation of the impact assessment of regional benefits with evidence and documentation would be expected from the Regional Offices.

3. AARDO's Nodal Ministries could assist in conceiving national /field level programmes/OTS/E-learning modules which have lower cost, larger participation and greater tangible impact. Moreover, on specific issues with SDGs, they may support collaborative programmes with specialized partner institutions in their respective countries and furthermore, facilitate demonstration, testing and transfer of technologies. They may equally consider the formation of Technical Support Units (TSUs) by involving different stakeholders to facilitate creation of platforms at different levels for the promotion of rural handicraft and other products.

Besides these main drivers, the AARDO Secretariat would have to ensure all factors and explore all avenues to ensure full realization and success of the AARDO Strategic Framework 2021-2030.

8

ASSUMPTIONS AND RISK ASSESSMENT MANAGEMENT

This Strategic Framework has followed the principle of risk analysis starting with high level objective breaking down into more tactical, operational key performance indicators (KPIs) to avoid duplication and overlapping. The Strategic Framework has been developed on a ten year horizon based on an analysis of potential threats and risks emanating from a series of realistic assumptions. It is assumed that the continuing generous support from the member countries, strengthened coordination and ceaseless cooperation from the linked institutions/centres of excellence and support from the partners on equitable basis to be received would determine the probability of achieving the strategic objectives. It would help measuring the interventions and efforts on track, if found deviated, to catalyse achieving the strategic goals.

Assumptions

1. Endorsement, ceaseless cooperation and generous support from the member countries to, inter alia, meet the targets, as indicated in the Action Plan of the Strategic Framework 2030:
 - a) Realization of outstanding membership contribution; and
 - b) Consolidation of AARDO Corpus Fund.
2. Nodal Ministries/Officers and AARDO Regional Offices as fully activated organs.
3. Enhanced personnel and organizational capacity to meet the ambitious diversified technical activities and earmarked indicators and targets.

4. Well-coordinated support from AARDO's Centres of Excellence/Partner Institutions in designing technical activities aligned with selected UNSDGs and their implementation to fully achieve the targets set in the Strategic Framework.

8.1 Risk Assessment and Management

Potential risks posing threats to the implementation have been evaluated and given due consideration at the conception stage of the Strategic Framework. Such identified risks relating to the Secretariat, Organizational and Governing Bodies, members and stakeholders of AARDO are as follows:

- 1) Members' commitment to continue their support with timely payment of annual contribution, payment of outstanding membership contribution;
- 2) Enhanced participation in technical/HRD activities by suitable/appropriate nominees;
- 3) Identification of new programmes/institutions/subject areas;
- 4) New strategic collaboration/partnership/collaborative activities;
- 5) Enrolment of new members both as full and associate members;
- 6) Size of the AARDO Corpus Fund;
- 7) Effective coordination/response from Liaison/Nodal Officers; and
- 8) Staff turnover.

8.2 Threats

Threats, on the other hand, have been analysed using methodology of PESTEL (Political, Economic, Social, Technological, Environmental and Legal).

- 1) Geo-political situation, diverging approaches of governments in member countries,
- 2) Demographic trends in member countries and in the two continents,
- 3) Economic growth, exchange and interest rates in the member countries,
- 4) Amount of grant-in-aid received from collaborating partners / development agencies,
- 5) Research and Development (R&D) related to agricultural/rural development and adaptation of technology in member countries, and
- 6) Epidemic diseases such as EBOLA, SARS and COVID 19, natural calamities like flood, drought, earth quake, crop disease, severe climate changes and their impact on people's livelihood, food security, etc.

8.3 Monitoring Mechanism and Evaluation

Acknowledging that management of risks and threats are crucial to achieving the key performance indicators and targets, the bi-annual, annual, tri-annual and mid-term (after 5 year) reviews and reports, as indicated in the Strategic Framework, will ensure prompt and

timely decisions and remedial actions, whenever and wherever required.

AARDO would have an internal monitoring committee as a robust mechanism for consistently monitoring and for timely evaluation of the risk factors and probability, of uncertainties so that corrective measures could instantly be taken to keep the plan on track. The monitoring and evaluation report along with the lessons learnt would be shared with governing bodies of AARDO for cognisance, policy guidance and advice. The learnings of these exercises will guide the Organization in its future endeavours.

8.4 Core Values and Principles

- 1) AARDO values people & diversity in consonance with its Constitution. As an intergovernmental Organization, AARDO would always value and cherish the principle of sovereignty and concerted approach while pursuing its endeavours towards persistent qualitative & quantitative improvement for achieving proficiency and excellence in reaching its goal.
- 2) AARDO values efficiency, innovations and continuous improvement and observes the principles of fairness, equity, equality & transparency.
- 3) Professionalism and good governance are overriding principles for all activities and interventions of AARDO. These core value and principles have been embedded at appropriate places of the Strategic Framework 2021-2030.

9

CONCLUDING NOTES

Although, through the pledge to 'Leave No One Behind', countries have committed to fast-track progress for those furthest behind first and have been integrating SDGs in their programmes and budgets & developing national policies to support sustainable development; it is projected that ending poverty, and other main global targets by 2030 would be missed, particularly, in many parts of Africa and some parts of Asia.

The 2020 Report of the UN Secretary- General on progress towards the 17 SDGs clearly mentioned : "Continued unevenness of progress"; "Progress is stalled or reversed on inequalities, the rate of climate change, and the number of people going hungry".

It is advocated that holistic, coherent, comprehensive and lucid approach be followed to development challenges in an urgent mode, preferably in a mission mode.

This Framework, despite covering a decade starting with incredibly uncertain happenings, will assist AARDO in Fostering Inclusive Rural Sustainable Transformation (FIRST) by prompting and supporting technological, institutional and policy changes capable of triggering substantial and lasting transformation in rural communities of its member countries.

This Framework is also expected to lead AARDO into being a reinforced and robust platform capsule of galvanizing initiatives by leveraging on research, knowledge, know-how, technologies and partnerships towards promoting sustainable growth and livelihood and prosperity in rural communities of its member countries.

Incorporating a scientific introspection and a dissection of challenges, the Framework deliberately embodies extracts of statutory documents and official declarations for a thorough soul searching exercise of AARDO and it has been inferred after a scientific analysis and interpretation of rural landscapes of AARDO member countries.

Moreover, the Framework encapsulates policy and technical recommendations of a series of AARDO's International and Regional Workshops, Seminars, Conferences and Roundtables.

Not with standing the political will and a gamut of well-crafted policies and programmes in many AARDO members, it has been noted that most of the member countries are still facing colossal uphill tasks in implementation and achievement of agriculture and rural development. From this premise stems the prominence and significance of continuously building and upgrading of human resources and institutional capacities, including that of AARDO.

Ensuring achievement of AARDO's overarching goal, this Strategic Framework would, however, require both endorsement and commitment of all stakeholders in terms of technical, organizational and financial participation, as well as, in terms of supporting required reforms and policy changes to mainstream rural transformation in the member countries.

Having identified five main strategic objectives with clear performance indicators and monitoring and evaluation mechanism,

AARDO would rely on the support of its member governments, members, partners and other stakeholders to activate all the identified levers and avenues for prosperous ramifications in upgrading and transforming rural communities in its member countries.

Improving the landscape of agricultural and rural development in AARDO's member countries through this road map over the next ten years has thus to underscore holistic, coherent, comprehensive and lucid approaches to development challenges with a view to supporting the after-COVID 19 inclusive momentum of rural communities and to be in consonance with the SDGs.

Prognosis point out those rural areas may continue to remain infested with chronic problems like poverty, mal-nutrition, illiteracy, unemployment, lack of amenities, etc., in spite of the massive financial resources spent both by national governments and international donor agencies. The failure of the existing approaches in tackling the problem of rural poverty led to a paradigm shift in addressing the problems of rural development.

Given that, over the next decade, a vast majority of the population in the African-Asian

region will remain concentrated in the rural areas, rural development strategies, policies and programmes enumerated in the Strategic Framework, will remain at the centre stage.

The Strategic Framework provides room for multi-pronged strategy focusing on providing better health, education and employment opportunities and livelihoods to the rural population to be adopted in all AARDO member countries. It will guide the positioning and engagement of AARDO over a decade. The Strategic Framework and the suggested pathways will internalise the rural development priority areas of the member countries in AARDO's future programmes and activities.

Rural development would have to be a powerful force driving national development in most of the African and Asian countries. With the successful implementation of this Strategic Framework and its composite operational plans, rural communities of AARDO member countries would be economically more prosperous and inclusive, environmentally more sustainable and resilient to climate change and other volatilities.

LIST OF CENTRES OF EXCELLENCE/IMPLEMENTING INSTITUTIONS

COUNTRY	S. NO.	NAME OF CENTRE OF EXCELLENCE/ IMPLEMENTING INSTITUTION
Bangladesh	1	Bangladesh Academy for Rural Development (BARD)
	2	Rural Development Academy (RDA)
R O China	3	International Center for Land Policy Studies & Training (ICLPST)
	4	International Cooperation and Development Fund (ICDF)
Egypt	5	Egyptian International Centre for Agriculture (EICA)
	6	Desert Research Centre (DRC)
India	7	Central Marine Fisheries Research Institute (CMFRI)
	8	National Institute of Rural Development and Panchayati Raj (NIRD & PR)
	9	National Institute of Micro, Small and Medium Enterprises (NIMSME)
	10	South India Textile Research Association (SITRA)
	11	Central Fertilizer Quality Control and Training Institute (CFQCTI)
	12	Central Institute of Agricultural Engineering (CIAE)
	13	Indian Institute of Management Lucknow (IIML)
	14	Indian Agricultural Research Institute (IARI)
	15	Indian Agricultural Statistics Research Institute (IASRI)
	16	Central Soil Salinity Research Institute (CSSRI)
17	Ch. Charan Singh National Institute of Agricultural Marketing (NIAM)	
R O Korea	18	Rural Community-International Education and Exchange Centre (RC-IEEC)
	19	Yeungnam University
	20	Food and Agriculture Officers Training Institute (FATI)

LIST OF CENTRES OF EXCELLENCE/IMPLEMENTING INSTITUTIONS

COUNTRY	NO.	NAME OF CENTRE OF EXCELLENCE/IMPLEMENTING INSTITUTION
Malaysia	21	Institute for Rural Advancement (INFRA)
	22	Malaysian Agricultural Research and Development Institute (MARDI)
Morocco	23	National School of Agriculture (NAS), Meknes
Nigeria	24	Agricultural and Rural Management Training Institute (ARMTI)
Pakistan	25	Akhtar Hamid Khan National Centre for Rural Development (AHK-NCRD)
	26	COMSATS Institute of Information Technology (CIIT)
Philippines	27	International Rice Research Institute (IRRI)
Thailand	28	World Vegetable Centre (WorldVeg), East and South - East Asia Centre
Zambia	29	Mulungushi University (MU)
New Partnership/Centres of Excellence (2021-2022)		
Ghana	30	School of Agriculture, University of Ghana
India	31	Indian Institute of Technology , Madras (IITM)
	32	Indian Institute of Technology, Kharagpur (IIT-KGP)
	33	Indian Institute of Technology Bombay (IIT Bombay),
	34	Indian Institute of Technology Delhi (IIT Delhi),
	35	Indian Institute Of Management–Kozhikode (IIMK)
	36	The Central Institute of Fisheries Technology (CIFT)
	37	Shobhit University
Sudan	38	Bahri University, College of Veterinary and Medicines
Zambia	39	University of Zambia

AARDO HRD ACTIVITIES AT A GLANCE: 2009 – 2019

Human resource development (HRD) plays a crucial role in planning and implementation of rural development programmes in the African-Asian countries. The institutional and individuals' capacity building has turned out to be a major contributor in accelerating the inclusive economic growth through trickling down its impact at the grassroots level.

To overcome the shortages of technical manpower, lack of technical know-how, skills and adaptable/affordable technologies in the member countries, AARDO continued to embark on development of human resources by organizing training/capacity building programmes and workshop to help policy makers, planners and functionaries associated with rural development programmes enabling them to contribute to the development process.

Based on socio-economic conditions in the member countries and their emerging needs, AARDO continued to organise and diversify its technical activities in line with AARDO Declarations and UN Millennium Development Goals (UNMDGs), which were subsequently subsumed in the UN Sustainable Development Goals (UNSDGs). Thus, AARDO has aligned its technical programmes with UNSDGs # 1, 2, 3, 5, 10, 13, 14, 15 & 17 to address the issues of poverty, hunger, gender equality, inequality, climate change, life below water, life on land, and partnership for the goals.

Scholarships Awarded under AARDO's HRD Programme: 2009-2019

S. No	Activities	Number of Scholarships Awarded		
		2009 - 2014	2015 - 2019	Total
1	International Trainings	1408	1011	2419
2	Workshop/Seminar/RTM/Forum	631	607	1238
3	Country Level Workshops	122	578	700
	Grand Total	2161	2196	4357

Activities Aligned with SDGs & Participation: 2016-2019

SDG	Sustainable Goal	Number of Candidates	Number of Activities
SDG#1	No Poverty	906	57
SDG#2	Zero Hunger	615	53
SDG#5	Gender Equality	17	3
SDG#10	Reduce Inequality	20	4
SDG#13	Climate Action	759	19
SDG#14	Life Below Water	83	5
SDG#15	Life on Land	775	41
SDG#17	Partnership for Goals	1829	117

NEW DELHI DECLARATION 2007**12 January 2007****EXTRACT**

We, the Ministers representing the member countries of African-Asian Rural Development Organisation (AARDO)...adopt the following Declaration:

- We pledge to address the issue of rural poverty in a comprehensive, integrated and holistic manner through mobilizing political, economic and social resources for sustained development and by channeling the flow of national resources and international development assistance for this purpose. We shall also endeavour to initiate innovative credit delivery systems, establish market linkages, create and revitalize peoples' institutions including local self-governments.
- We recognize the important role played by women in agriculture and the great support provided by them to sustain the family. We, therefore, pledge to take measures that would ensure that rural women are accorded full and equal access to and control over land and other productive resources including credit, technologies, market and other services.
- We resolve to develop rural infrastructure-physical and institutional; generate employment, focusing on development of micro and small enterprises and rural credit and micro-finance institutions.
- We agree to initiate action to make an inventory of cost-effective and appropriate technologies within the region and work towards evolving a mechanism for technology transfer by using the services of national, regional and international organizations like CIRD Africa, CIRDAP, AARDO, ICARDA, ACSAD and others.
- In order to ensure larger benefits from external trade, we resolve to:
 - a) promote bilateral and multilateral trade by offering greater market access for rural products;
 - b) develop product specific business alliances for product designs and development with focus on rural producers; and
 - c) evolve an Afro-Asian market intelligence system to monitor the global product developments and price trends.
- We shall work towards exploring the possibilities of collaborative research on problems and solutions concerned with Afro-Asian region by establishing partnership for technology transfer and narrowing down the digital divide and technology divide.
- We agree on developing network among rural development institutions, universities, research organizations and Centres of Excellence in African-Asian region.
- We [the Ministers] pledge to:
 - a) promote studies on Afro-Asian issues with focus on innovations, incubation of development ideas and extension;
 - b) ensure adequate availability of young professional rural extension workers and creation of knowledge centres in each of the member countries; and
 - c) support a network and consortium for rural development management, research and consultancy with special focus on new and emerging technologies including biotechnology, information and communication technology and rural industries.

AARDO DECLARATION ON RURAL DEVELOPMENT 2012**06 March 2012****EXTRACT**

We, the Ministers representing the member countries of African-Asian Rural Development Organization (AARDO)... adopt the following Declaration:

- Make the AARDO a vibrant platform for seeding new ideas and sharing experiences.
- Eradicate rural poverty, enhance food security in the AARDO member countries in the next ten years through appropriate domestic policy interventions as well as by greater inter-country co-operation and collective actions.
- There is a need to shift towards sustainable agriculture and diversified rural economy.
- To undertake concrete measures for the promotion of both horizontal and vertical diversification in rural areas through appropriate location - specific technological, infrastructural, institutional and policy support.
- Farmers in Afro-Asian countries work and live under high risk situations due to frequent floods, droughts etc. and such risks are likely to be more severe in future due to global climate change. There is a need to develop an institutional mechanism for disaster forecasting and management.
- Undertake necessary institutional and other measures to eliminate all forms of injustice against women and ensure gender equality in all spheres of life; the governments should make special budgetary provision for women empowerment.
- Recognize the role of private sector and Non-Governmental Organizations (NGOs) in developing and managing appropriate rural infrastructure, institutions and technology for sustainable rural development; and seek the co-operation and collaboration and facilitating environment.
- There is a huge untapped potential for mutual economic benefit through increased trade within the Afro-Asian region; and with countries in other regions to take concerted actions against the ill effects of globalization on the rural economy; and therefore, we resolve to strengthen bilateral and multilateral agricultural trade among member countries for solving the problem of food, water and natural resource deficits.
- Identify appropriate technologies, good and innovative practices and devise policies that help farmers and growers to increase productivity, protect environment and improve their livelihoods in the process.
- Create an institutional mechanism for effective exchange of ideas and information between the member countries which will help develop technical competence for promoting sustainable rural development.
- Endeavour to promote collaborative scientific and social science research through involvement of all concerned organizations and institutions in the Afro-Asian region.

GOAL, VISION, MISSION, KEY FUNCTIONS AND AREAS OF OPERATION OF AARDO

- 1 **Goal** : Sustainable Agriculture & Rural Development
- 2 **Vision** : To improve the quality of life of the rural people in the African-Asian member countries
- 3 **Mission** : To catalyse efforts of the Member Countries to help them restructure their rural societies and to reconstruct the economy of their rural people by launching concerted, and wherever possible, cooperative action with determination, by the Member Countries in the African-Asian region.

4 **Key Functions**

- Develop understanding for coordination of efforts among member countries
- Collaboration for agricultural and rural development
- Collaboration with international & regional organizations
- Exchange of ideas & experiences
- Strengthening institutional capacity
- Technical & financial support
- Sharing of information & networking

5 **Areas of Operation**

5.1 **Human Resource Development (HRD)**

- ⇒ **Trainings programmes** : 2-12 weeks (duration), 70 Subject Areas, 29 Specialized Centres in 12 member countries, about 400 Fellowships annually.
- ⇒ **Workshops/Seminars/ Conferences & Training Workshop** : 3 International and three (3) Regional Levels annually

Study Visits, Deputation of Experts, Action-based Research, Field Level Trainings- Based on request

5.2 **Financing of Development Pilot Projects**

- ⇒ **Maximum Ceiling of US \$50,000 per project (4 projects annually)**
- ⇒ **Areas** : Transfer of Technology for Agriculture & Rural Development, Development of Social and Physical Infrastructure, Promotion of Off-farm Micro-enterprises, Social Development, Capacity Building, etc.
- ⇒ **Projects Implemented** : 69 in 22 member countries

5.3 **Dissemination of Information**

- ⇒ **Publications** : African-Asian Journal of Rural Development (biannual), Newsletters, Annual Reports, Reports of Individual Events, Website and Social Media like Face book Page, Library, etc.

5.4 **Institutional Networking**

- With relevant agencies/organizations/institutions for concerted efforts towards rural development

AARDO ORGANIZATIONAL SETUP

- AARDO Conference** : Apex policy making body; Consisting of Ministers of member countries; Meets once in three years; Approves the Work Programme and Budget; etc.
- Executive Committee** : Acts on behalf of AARDO Conference; Consists of Permanent Secretaries/Secretaries/Senior Officials of Nodal Ministries; Normally meets once in a year (13 members)
- Liaison Committee** : Advisory body to guide AARDO Secretariat; consists of Ambassadors/ High Commissioners/Representative of Government of India; Meets once in six months.
- AARDO Secretariat** : Headed by Secretary General; implements policies and programmes under general direction of Executive Committee; supervises six Regional Offices; and convenes meetings of Technical Programme Committee (TPC), etc.



MEMBERSHIP OF AARDO AND ITS OUTREACH

Diverse Organization with Collaboration at Core: AARDO is a widely-spread diverse Organization of thirty three (33) Members, of which thirty one (31) are Member Countries and two (02) Associate Members.

AARDO MEMBERS

Africa : Burkina Faso, Arab Republic of Egypt, Federal Democratic Republic of Ethiopia, Republic of the Gambia, Republic of Ghana, Republic of Kenya, Republic of Liberia, State of Libya, Republic of Malawi, Republic of Mauritius, Kingdom of Morocco, Republic of Namibia, Federal Republic of Nigeria, Republic of Sierra Leone, Republic of the Sudan, Republic of Tunisia and Republic of Zambia.

Asia : People's Republic of Bangladesh, Republic of China (Taiwan), Republic of India, Republic of Iraq, Hashemite Kingdom of Jordan, Republic of Korea, Republic of Lebanon, Malaysia, Sultanate of Oman, Islamic Republic of Pakistan, State of Palestine, Democratic Socialist Republic of Sri Lanka, Syrian Arab Republic and Republic of Yemen.

Associate Members: i) Agricultural Bank of Sudan and
ii) Korea Rural Community Corporation (KRC)

Potential Members : Any country government of Africa and Asia, other than AARDO members, is eligible to obtain membership of the Organization as full member. Any country from outside the African-Asian region & relevant organizations from the region and beyond may join AARDO as an associate member. AARDO continues to persuade potential prospective members to Join.

AARDO'S OUTREACH

Regional Offices : AARDO's six (06) Regional Offices, three each in Africa and Asia located at Cairo (Egypt), Accra (Ghana), Lusaka (Zambia), Seoul (R O Korea), Amman (Jordan) and Islamabad (Pakistan) are the wings to support and implement its programmes in the two continents.

Implementing Institutions : 29 Linked Institutions/Centres of Excellence in 12 countries (for details, please refer Annexure 1)

NEW FOCUSED COLLABORATION INITIATIVES OF AARDO – DURING AND POST COVID-19

Besides its 29 centres of excellence in 12 countries, during COVID 19, new partners/institutions were acknowledged with areas of HRD as under:

1 NEW INSTITUTIONS/PARTNERS FOR HRD ACTIVITIES

India

- i) Indian Institute of Technology, Madras
- ii) Indian Institute of Technology, Delhi
- iii) Indian Institute of Technology, Bombay
- iv) Indian Institute of Management
- v) Central Institute of Fisheries Technology, Kochi, Kerala
- vi) CCS- National Institute of Agriculture Marketing, Jaipur
- vii) Shobhit Institute of Engineering & Technology, Meerut

Malaysia

- viii) Tropical Fruits Network (TFNET)

Sudan

- ix) Bahri University, College of Veterinary and Medicines, Khartoum

Ghana

- x) Simon Diedong Dombo University of Business and Integrated Development Studies

R O Korea

- xi) Korea Agricultural Machinery Industry Cooperative (KAMICO), Chungnam

2 NEW MAIN TOPICS OF VIRTUAL TRAINING (1 – 2 WEEKS)

Technologies for Rural Development

- i) A Panorama of Affordable Innovative Technologies and Solutions for Rural Development
- ii) Agri-Tech Solutions and Approaches to Sustainable Rural Development
- iii) Technology Transfer and Entrepreneurship Development
- iv) Digital Agriculture Policy: A Case Study of Korea
- v) Agricultural Mechanization: The Korean Experience
- vi) Sea Food Technologies: Experiences of Taiwan
- vii) Transfer of Technology and Entrepreneurship Development
- viii) Disruptive Agri-tech for Promotion of International Trade in African-Asian Countries

Livelihood Creation through Tropical Fruits

- ix) Boosting Tropical Fruit Production, Consumption and Market to Enhance Healthy Diets and Improve Livelihoods

Fisheries Development

- x) Value Chain Management in Fisheries
- xi) Advanced Techniques in Fishing and Fish Processing

COVID-19 Pandemic and Livelihood

- xii) COVID-19 and Its Impact on Small and Medium On Farm and Off Farm Agro-based and Cottage Enterprises
- xiii) Food and Nutrition Security in a Post Pandemic World

Micro-Finance

- xiv) Poverty Alleviation through Micro Finance: State of Art in COVID-19 Period
- xv) Best Practices and Programmes of Microfinance: Experience from AARDO Arabic Speaking Member Countries

Strengthening Smallholders/Marketing

- xvi) Agricultural Value Chain Analysis for Strengthening Smallholders
- xvii) Innovative Marketing Models for Smallholders Agriculture

Green Energy

- xviii) Clean Energy Solutions and Waste Management for Sustainable Development

Livestock Development

- xix) Maximizing Livestock Productivity through Efficient Utilization of Resources

Agriculture

- xx) Agriculture Promotion Policy 2016-2020 of Nigeria
- xxi) Innovative Agri-tech Startups

3 AARDO WEBINARS

Main Themes of International Webinar Series of e-Lectures Organised by AARDO and Partner Organizations

- i) Green Revolution
- ii) Agro-Forestry
- iii) Community Radio
- iv) Digital Technologies and Agricultural Informatics
- v) Nigerian Agriculture Promotion Policy 2016-2020
- vi) Sea Food Technologies
- vii) Micro-Finance and Poverty Alleviation
- viii) Benazir Income Support Programme, Pakistan
- ix) Rural Transformation, Malaysia
- x) Role of Mass Media for Farmer Income Increase - A Case Study from Green TV
- xi) G-Filter: The Simple, Low Cost Solution to the Drinking Water Treatment in Rural India
- xii) Nutrition Sensitive Agriculture: Pathway for Increasing Farmers Income
- xiii) Digital Transformation in Small Enterprises and Small Businesses: Challenges and Opportunities

- xiv) Health Informatics Network Value Chain: Importance of Social Medicine and Community Health in the Times of Health Emergency
- xv) Circular Bio-economy towards Resilience - Urgent Need for Re-defining Raw Materials and Modified Waste Management Policies and Regulations
- xvi) Open Insurance Ecosystem for Agricultural Produces: Risk Management Solution to Overcome Repercussions on Farmers' Income, Market Stability and Food Safety (1)
- xvii) Open Insurance Ecosystem for Agricultural Produces: Risk Management Solution to Overcome Repercussions on Farmers' Income, Market Stability and Food Safety (2)
- xviii) e-Governance Models Towards Sustained Quality Services to Citizen Backed Up by Technology
- xix) MSMEs to Adopt Industry 4.0 Technology Capabilities: Urgent Need for Mentorship and Accelerator Programme
- xx) Open Source GovTech Start Ups: Empowering Growth with Automation
- xxi) Tech-enabling Tech-starved Farmers for Manifold Increase in Productivity and Income
- xxii) Cyber Security: Risks, Challenges and Solutions - Intelligence Approach to Reduce Cyber Risk
- xxiii) Industry 4.0 in MSMEs
- xxiv) Startups - Reflections and Possible Policy Interventions needed for Scaling up
- xxv) Full-stack Developer - Challenges and Opportunities for Startups and MSMEs
- xxvi) Strategy for Total Development of Local Areas (TODOLA) with ICT

4 Affordable Technologies basket/Menu (ATM) for AARDO Member Countries

- i) Innovative technologies/startups
- ii) Technologies developed by Government sponsored academia and research institutions
- iii) Commercially available technologies

Summary of Estimated Receipts and Estimated Expenditure under Scenarios

Particulars	Scenario 1	Scenario 2	Scenario 3	
Total Income for the period 2021-2030	20,723,920	25,103,320	28,736,420	Statement A & B
Total Expenditure for the period 2021-2030	21,490,750	24,738,100	27,122,700	
Surplus (Deficit)	(766,830)	365,220	1,613,720	
Percentage of Surplus (Deficit) to Income	(3.70)%	1.45%	5.62%	

Statement-'A'

Total Estimated Receipts for the years 2021-2030

Scenario 1

Amount in US Dollars

S.No.	Heads of Accounts	Years			Total
		2021-24	2025-27	2028-2030	2021-2030
	Income				
i	Membership Contribution:				
	a) Current	5,221,620	4,636,500	5,358,300	15,216,420
	b) Arrears to be Realized	400,000	400,000	500,000	1,300,000
	c) Technical/Financial-Additional	1,200,000	900,000	900,000	3,000,000
	Total (i) Membership Contribution	6,821,620	5,936,500	6,758,300	19,516,420
ii	Interest on Deposits and Corpus Fund	360,000	315,000	360,000	1,035,000
iii	Income from Special Services	40,000	30,000	30,000	100,000
iv	Grant-in- Aid/Collaboration*	-	-	-	-
v	Sale Proceeds of Capital Assets & others	25,000	22,500	25,000	72,500
	Total (ii ~ v)	425,000	367,500	415,000	1,207,500
	Grand Total (i~ v)	7,246,620	6,304,000	7,173,300	20,723,920

Scenario 2

S.No.	Heads Of Accounts	Years			Total
		2021-24	2025-27	2028-30	2021-2030
	Income				
I	Membership Contribution:				
	a) Current	5,481,620	5,160,500	6,278,700	16,920,820
	b) Arrears to be Realized	700,000	600,000	675,000	1,975,000
	c) Technical/Financial-Additional	1,400,000	1,050,000	1,050,000	3,500,000
	Total (i) Membership Contribution	7,581,620	6,810,500	8,003,700	22,395,820
ii	Interest on Deposits and Corpus Fund	360,000	315,000	360,000	1,035,000
iii	Income from Special Services	40,000	30,000	30,000	100,000
iv	Grant-in- Aid/Collaboration*	600,000	450,000	450,000	1,500,000
v	Sale Proceeds of Capital Assets & others	25,000	22,500	25,000	72,500
	Total (ii ~ v)	1,025,000	817,500	865,000	2,707,500
	Grand Total (i ~ v)	8,606,620	7,628,000	8,868,700	25,103,320

Scenario 3

S.No.	Heads Of Accounts	Years			Total
		2021-24	2025-27	2028-30	2021-2030
	Income				
i	Membership Contribution:				
	a) Current	6,234,620	6,124,300	7,545,000	19,903,920
	b) Arrears to be Realized	800,000	675,000	750,000	2,225,000
	c) Technical/Financial-Additional	1,400,000	1,050,000	1,050,000	3,500,000
	Total (i) Membership Contribution	8,434,620	7,849,300	9,345,000	25,628,920
ii	Interest on Deposits and Corpus	420,000	360,000	405,000	1,185,000
iii	Income from Special Services	40,000	30,000	30,000	100,000
iv	Grant-in- Aid/Collaboration*	700,000	525,000	525,000	1,750,000
v	Sale Proceeds of Capital Assets &	25,000	22,500	25,000	72,500
	Total (ii ~ v)	1,185,000	937,500	985,000	3,107,500
	Grand Total (i ~ v)	9,619,620	8,786,800	10,330,000	28,736,420

* The consultant would prepare project proposals for submission to funding/donor agencies

Total Estimated Expenditure for the years 2021-2030

Scenario 1

Amount in US Dollar

S.NO	Heads of Accounts	Year			
		2021-24	2025-27	2028-30	2021-2030
	Expenditure				
i	Administrative Overhead:				
	a) Personal Services	2,844,200	2,583,800	2,912,200	8,340,200
	b) Operating Expenses	255,600	194,400	210,000	660,000
	Total (i) Administrative Overheads	3,099,800	2,778,200	3,122,200	9,000,200
ii	Organizational Activities	325,000	247,500	272,300	844,800
iii	Work Programme*	3,075,000	2,557,500	2,813,250	8,445,750
iv	Addition Capacity Building Programme	1,200,000	900,000	900,000	3,000,000
v	Purchase of Capital Assets	80,000	40,000	80,000	200,000
	Total (ii+iii+v)	4,680,000	3,745,000	4,065,550	12,490,550
	Grand Total (i~v)	7,779,800	6,523,200	7,187,750	21,490,750

Scenario 2

S.NO	Heads of Accounts	Year			
		2021-24	2025-27	2028-30	2021-2030
	Expenditure				
i	Administrative Overhead:				
	a) Personal Services	2,844,200	2,583,800	2,912,200	8,340,200
	b) Operating Expenses	255,600	194,400	210,000	660,000
	Total (i) Administrative Overheads	3,099,800	2,778,200	3,122,200	9,000,200
ii	Organizational Activities	325,000	247,500	272,300	844,800
iii	Work Programme*	3,890,700	3,396,400	3,906,000	11,193,100
iv	Addition Capacity Building Programme	1,400,000	1,050,000	1,050,000	3,500,000
v	Purchase of Capital Assets	80,000	40,000	80,000	200,000
	Total (ii ~v)	5,695,700	4,733,900	5,308,300	15,737,900
	Grand Total (i ~v)	8,795,500	7,512,100	8,430,500	24,738,100

Scenario 3

S.NO	Heads of Accounts	Year			
		2021-24	2025-27	2028-30	2021-2030
	Expenditure				
i	Administrative Overhead:				
	a)Personal Services*	2,974,300	2,720,400	3,094,000	8,788,700
	b)Operating Expenses	255,600	194,400	210,000	660,000
	Total (i) Administrative Overheads	3,229,900	2,914,800	3,304,000	9,448,700
ii	Organizational Activities	325,000	247,500	272,300	844,800
iii	Work Programme*	4,410,000	4,032,000	4,687,200	13,129,200
iv	Addition Capacity Building	1,400,000	1,050,000	1,050,000	3,500,000
v	Purchase of Capital Assets	80,000	40,000	80,000	200,000
	Total	6,215,000	5,369,500	6,089,500	17,674,000
	Grand Total	9,444,900	8,284,300	9,393,500	27,122,700

* The consultant would prepare project proposals for submission to funding/donor agencies

Table 1: Economic Indicators: GDP, GDP per Capita and Growth Rate of AARDO Member Countries, 2019

S. No	Name of Country	GDP (constant 2010 US\$ billion)	GDP per Capita (constant 2010 US\$)	GDP Growth Rate (Annual %)
1	Bangladesh	210.0	1287.8	8.15
2	Burkina Faso	16.7	822.2	5.70
3	R O China (Taiwan)	610.7	25941.0	1.48
4	Egypt	302.2	3010.2	5.56
5	Ethiopia	67.5	602.6	8.36
6	Gambia	1.9	815.2	6.51
7	Ghana	57.2	1880.3	6.06
8	India	2940.8	2152.2	4.04
9	Iraq	221.1	5624.4	4.45
10	Jordan	33.6	3325.8	1.96
11	Kenya	65.1	1237.5	5.37
12	R O Korea	1482.8	28675.0	2.04
13	Lebanon	39.7	5792.3	-6.70
14	Liberia	2.5	516.3	-2.28
15	Libya	55.0	8122.2	2.54
16	Malawi	10.0	536.8	5.72
17	Malaysia	398.9	12486.7	4.30
18	Mauritius	13.8	10892.5	3.01
19	Morocco	126.3	3407.8	2.48
20	Namibia	14.7	5881.3	-0.61
21	Nigeria	477.2	2374.4	2.21
22	Oman	75.0	15082.0	-0.83
23	Pakistan	256.7	1185.5	0.99
24	Palestine	13.8	2951.4	1.36
25	Sierra Leone	3.8	488.9	5.60
26	Sri Lanka	87.4	4009.2	2.26
27	Sudan	86.4	2018.4	-1.33
28	Syria	65.0	1075.0	NA
29	Tunisia	51.5	4405.0	1.04
30	Yemen	18.0	632.9	NA
31	Zambia	29.5	1653.8	1.44

Sources : World Bank (WB), Organization for Economic Co-operation and Development (OECD) and other local sources
NA: Not Available

Table 2 : Human Development Index (HDI) of AARDO Member Countries

S. No	Name of Country	HDI Ranking (Year)
1	Bangladesh	133
2	Burkina Faso	182
3	R O China (Taiwan)	NA
4	Egypt	116
5	Ethiopia	173
6	Gambia	172
7	Ghana	138
8	India	131
9	Iraq	123
10	Jordan	102
11	Kenya	143
12	R O Korea	23
13	Lebanon	92
14	Liberia	175
15	Libya	105
16	Malawi	174
17	Malaysia	62
18	Mauritius	66
19	Morocco	121
20	Namibia	130
21	Nigeria	161
22	Oman	60
23	Pakistan	154
24	Palestine	115
25	Sierra Leone	182
26	Sri Lanka	72
27	Sudan	170
28	Syria	153
29	Tunisia	95
30	Yemen	179
31	Zambia	146

Sources : United Nations Development Programme (UNDP), HDI Report 2020

NA: Not Available

Table 3 : Population, Growth Rate and Ageing Population of AARDO Member Countries

S. No.	Name of Country	Population (million)				Population Growth (Annual %)	Population (65 years & above (% of Total popu.)
		Total	Male	Female	Rural		
1	Bangladesh	164.69	83.26	81.43	101.82	1.00	5.20
2	Burkina Faso	20.9	10.44	10.46	14.51	2.82	2.4
3	R O China (Taiwan)	237.26	118.12	119.14	51.76	0.13	16
4	Egypt	102.33	51.7	50.63	58.55	1.92	5.3
5	Ethiopia	114.96	57.52	57.45	90.02	2.54	3.5
6	Ghana	31.07	15.75	15.32	13.25	2.13	3.1
7	Gambia	2.42	1.2	1.22	0.9	2.9	2.5
8	India	1380	717.1	662.9	898.02	0.99	6.6
9	Iraq	40.22	20.36	19.86	11.71	2.3	3.4
10	Jordan	10.2	5.17	5.04	0.88	1.00	4.00
11	Kenya	53.77	26.72	27.05	38.72	2.25	2.5
12	R O Korea	51.78	25.92	25.86	9.62	0.14	15.8
13	Lebanon	6.83	3.44	3.39	0.76	-0.44	7.5
14	Liberia	5.06	2.54	2.52	2.42	2.41	3.3
15	Libya	6.87	3.47	3.4	1.33	1.38	4.5
16	Malawi	19.13	9.43	9.7	15.8	2.65	2.6
17	Malaysia	32.37	16.63	15.74	7.39	1.29	7.2
18	Mauritius	1.27	0.62	0.64	0.75	0.0023	12.5
19	Morocco	36.91	18.32	18.59	13.46	1.20	7.60
20	Namibia	2.54	1.23	1.31	1.22	1.84	3.6
21	Nigeria	206.14	104.47	101.67	99.03	2.54	2.7
22	Oman	5.11	3.37	1.74	0.7	2.61	2.5
23	Pakistan	220.89	113.67	107.22	138.8	1.98	4.3
24	Palestine	4.8	2.44	2.37	1.12	2.49	3.2
25	Sri Lanka	21.92	10.51	11.41	17.82	0.53	3.7
26	Sudan	43.85	21.91	21.94	28.39	2.39	2.9
27	Sierra Leone	7.98	3.98	4	4.55	2.07	11.2
28	Syria	17.5	8.76	8.74	7.79	2.49	4.9
29	Tunisia	11.82	5.86	5.96	3.6	1.05	8.9
30	Yemen	29.83	15.02	14.8	18.52	2.25	2.9
31	Zambia	18.38	9.1	9.28	10.18	2.89	2.1

Sources : World Bank (WB), Organization for Economic Co-operation and Development (OECD) and other local sources

Table 4 : Rate of Adult Literacy and Government Expenditure on Education, 2018

S. No	Name of Country	Literacy Rate			Government Expenditure on Education (% of GDP)
		Adult (% of people 15 years and above)	Adult Male (% of Males 15 years and above)	Adult Female (% of Females 15 years and above)	
1	Bangladesh	73.9	76.67	71.18	1.33
2	Burkina Faso	41.2	50.07	32.69	5.38
3	R O China (Taiwan)	98.9	99.70	98.87	NA
4	Egypt	71.2	76.50	65.51	NA
5	Ethiopia	51.8	59.24	44.42	NA
6	Gambia	55.8	63.90	47.60	2.42
7	Ghana	79	83.52	74.47	3.99
8	India	74.4	82.37	65.79	4.20
9	Iraq	85.6	91.20	79.90	NA
10	Jordan	98.2	98.61	97.83	3.03
11	Kenya	81.5	84.99	78.19	5.31
12	R O Korea	97.6	99.20	96.60	NA
13	Lebanon	95.1	96.85	93.31	NA
14	Liberia	48.3	62.70	34.09	2.58
15	Libya	91.29	96.72	85.59	NA
16	Mauritius	91.3	93.36	89.37	4.83
17	Malawi	62.1	70.00	55.00	4.71
18	Malaysia	94.9	96.12	93.50	4.48
19	Morocco	73.8	78.80	68.80	NA
20	Namibia	91.5	91.63	91.44	NA
21	Nigeria	62	71.26	52.66	NA
22	Oman	95.7	96.99	92.69	NA
23	Pakistan	59.1	71.12	46.47	2.90
24	Palestine	97.2	98.66	95.74	5.25
25	Sudan	60.7	65.44	56.06	NA
26	Sierra Leone	43.2	51.65	34.85	6.99
27	Sri Lanka	91.7	92.77	90.80	2.12
28	Syria	86.4	91.72	81.08	NA
29	Tunisia	81.8	89.62	74.24	NA
30	Yemen	70.27	85.13	55.02	NA
31	Zambia	86.7	90.60	83.08	4.62

Sources : World Bank (WB), Organization for Economic Co-operation and Development (OECD) and Other Local Sources.

NA: Not Available

Table 5 : Land Resources of AARDO Member Countries, 2019 (Million Hectares)

S. No	Name of Country	Country Area	Land Area	Agricultural Land	Arable Land	Land under Permanent Crops	Forest Land
1	Bangladesh	14.76	13.02	9.40	7.97	0.83	1.88
2	Burkina Faso	27.42	27.36	12.10	6.00	0.10	6.27
3	R O China (Taiwan)	3.60	3.54	0.79	0.59	0.20	2.20
4	Egypt	100.15	99.55	3.84	2.91	0.93	0.04
5	Ethiopia	113.62	112.86	37.90	16.19	1.72	17.14
6	Gambia	1.13	1.01	0.61	0.44	0.01	0.25
7	Ghana	23.85	22.75	12.60	3.32	1.90	7.98
8	India	328.73	297.32	179.58	156.07	13.25	71.89
9	Iraq	43.51	43.41	9.25	5.00	0.25	0.83
10	Jordan	8.93	8.88	1.03	0.21	0.08	0.10
11	Kenya	58.04	56.91	27.63	5.80	0.53	3.61
12	Lebanon	1.05	1.02	0.66	0.13	0.13	0.14
13	Liberia	11.14	9.63	1.95	0.50	0.20	7.65
14	Libya	175.95	175.95	15.35	1.72	0.33	0.22
15	Malawi	11.85	9.43	5.65	3.60	0.20	2.28
16	Malaysia	33.02	32.86	8.57	0.83	7.46	19.16
17	Mauritius	0.20	0.20	0.09	0.08	0.00	0.04
18	Morocco	44.66	44.63	29.61	6.90	1.71	5.73
19	Namibia	82.43	82.33	38.81	0.80	0.01	6.71
20	Nigeria	92.38	91.08	69.12	34.00	6.50	21.79
21	Oman	30.95	30.95	1.46	0.08	0.03	0.00
22	Pakistan	79.61	77.09	36.30	30.51	0.79	3.77
23	Palestine	0.60	0.60	0.46	0.09	0.10	0.01
24	R O Korea	10.04	9.76	1.64	1.36	0.22	6.30
25	Sierra Leone	7.23	7.22	3.95	1.58	0.17	2.55
26	Sri Lanka	6.56	6.19	2.81	1.37	1.00	2.12
27	Sudan	185.41	184.92	68.19	19.82	0.17	18.53
28	Syria	18.52	18.36	13.92	4.66	1.07	0.52
29	Tunisia	16.36	15.54	9.74	2.61	2.39	0.70
30	Yemen	52.80	52.80	23.45	1.16	0.29	0.55
31	Zambia	75.26	74.34	23.84	3.80	0.04	45.00

Sources : Food and Agriculture Organization (FAO) and the World Bank (WB).

Table 6 : Agricultural Production of AARDO Member Countries (million tonnes), 2019

S. No	Name of Country	Cereals	Citrus Fruit	Fibre Crops	Fruit Primary	Oil Crops	Pulses	Roots and Tubers	Sugar Crops	Treenuts	Vegetables
1	Bangladesh	59.18	0.17	1.60	4.90	1.04	0.39	9.89	3.36	0.00	6.30
2	Burkina Faso	4.94	0.00	0.00	0.12	1.69	0.73	0.19	0.49	0.14	0.32
3	R O China (Taiwan)	1.98	0.52	0.00	2.58	0.10	0.01	0.32	NA	0.58	2.38
4	Egypt	24.13	4.64	0.01	15.52	1.73	0.25	5.66	26.84	0.03	15.42
5	Ethiopia	29.67	0.05	0.02	1.03	1.14	3.25	4.39	1.50	0.06	1.06
6	Gambia	0.10	NA	0.00	0.01	0.15	0.00	0.01	NA	0.00	0.01
7	Ghana	4.22	0.83	0.00	6.75	3.81	0.42	32.41	0.15	0.09	0.81
8	India	324.30	14.01	1.78	104.17	64.75	21.52	56.32	405.42	0.74	132.03
9	Iraq	6.91	0.14	0.00	1.92	0.04	0.01	0.39	0.04	0.00	1.27
10	Jordan	0.11	0.11	NA	0.54	0.21	0.01	0.17	NA	0.00	1.21
11	Kenya	4.94	0.19	0.02	4.00	0.20	1.19	3.89	4.61	0.04	2.74
12	R O Korea	5.26	0.65	0.00	3.14	0.17	0.02	0.94	Na	0.07	10.02
13	Lebanon	0.17	0.31	NA	1.00	0.14	0.01	0.57	0.00	0.04	0.73
14	Liberia	0.17	0.01	NA	0.21	0.19	0.00	0.63	0.27	0.00	0.14
15	Libya	0.22	0.09	NA	0.68	0.15	0.01	0.36	NA	0.04	0.69
16	Malawi	3.34	0.23	0.00	3.90	0.59	0.73	12.80	3.14	0.00	1.70
17	Malaysia	2.97	0.04	0.01	1.11	99.81	NA	0.10	0.02	0.02	1.29
18	Mauritius	0.00068	0.00009	0.02328	0.02	0.00	0.01678	0.02	3.41	0.00	0.06
19	Morocco	5.31	2.62	0.00	6.38	1.99	0.30	1.97	4.21	0.11	4.21
20	Namibia	0.07	0.00	0.00	0.06	0.00	0.02	0.39	NA	NA	0.08
21	Nigeria	28.24	4.16	0.00	11.96	16.96	3.65	117.65	1.46	0.11	16.67
22	Oman	0.07	0.01	NA	0.51	NA	NA	0.02	0.00	NA	0.67
23	Pakistan	43.26	2.29	0.00	9.57	5.73	0.73	5.42	66.92	0.04	5.46
24	Palestine	0.05	0.02	NA	0.11	0.09	0.01	0.06	0.00	0.00	0.48
25	Sierra Leone	1.09	0.11	0.01	0.29	0.37	0.09	4.77	0.08	NA	0.39
26	Sri Lanka	4.84	0.02	0.00	0.80	2.50	0.01	0.42	0.65	0.04	0.85
27	Sudan	5.63	0.74	0.00	3.32	4.44	0.51	0.91	5.45	NA	3.87
28	Syria	6.36	1.38	0.00	2.60	1.01	0.23	0.64	0.02	0.12	2.02
29	Tunisia	2.42	0.54	0.00	2.12	0.89	0.11	0.44	0.07	0.08	3.14
30	Yemen	0.46	0.17	0.00	1.16	0.05	0.14	0.23	0.00	0.01	0.48
31	Zambia	2.23	0.00	0.00	0.12	0.52	0.03	4.18	NA	4.99	0.47

Sources: Food and Agriculture Organization (FAO) and Other Local Sources
NA: Not Available

Table 7 : Land Resources of AARDO Member Countries, 2019 (Million Hectares)

S. No	Name of Country	Import	Export
1	Bangladesh	9962.381	565.159
2	Burkina Faso	441.898	677.216
3	R O China (Taiwan)	12432.545	3707.869
4	Egypt	15749.064	5450.91
5	Ethiopia	2071.094	1873.638
6	Gambia	163.478	4.583
7	Ghana	1642.628	3555.505
8	India	21685.852	29299.377
9	Iraq	10791.992	426.367
10	Jordan	3676.205	1104.34
11	Kenya	2502.69	3215.843
12	Republic of Korea	27454.606	6600.7
13	Lebanon	2980.344	515.387
14	Liberia	526.185	163.645
15	Libya	3259.158	12.184
16	Malawi	300.489	846.242
17	Malaysia	16467.198	21754.115
18	Mauritius	963.615	281.722
19	Morocco	5550.201	4116.14
20	Namibia	987.395	458.962
21	Nigeria	6241.903	1686.297
22	Oman	4136.876	552.411
23	Pakistan	6542.193	4486.84
24	Palestine	1208.73	117.037
25	Sierra Leone	382.29	59.78
26	Sri Lanka	2306.487	1936.203
27	Sudan	1852.711	1635.621
28	Syrian Arab Republic	2267.339	460.503
29	Tunisia	2209.808	1421.816
30	Yemen	2583.802	198.392
31	Zambia	407.442	581.8

Sources : Food and Agriculture Organization (FAO) and Other Local Sources.

Table 8 : Livestock Production, 2019 (million)

S. No.	Name of Country	Cattle and Buffaloes	Poultry Birds	Sheep and Goats
1	Bangladesh	25.68	344.02	63.44
2	Burkina Faso	10.00	38.87	26.77
3	R O China (Taiwan)	0.15	107.72	0.13
4	Egypt	8.38	185.18	8.59
5	Ethiopia	63.28	64.46	65.89
6	Gambia	0.47	1.48	0.39
7	Ghana	1.94	89.21	13.19
8	India	303.31	841.41	223.15
9	Iraq	2.20	50.07	8.02
10	Jordan	0.08	29.74	3.70
11	Kenya	20.90	56.66	62.61
12	Lebanon	0.09	73.20	0.98
13	Republic of Korea	3.65	181.57	0.39
14	Liberia	0.05	9.62	0.74
15	Libya	0.23	36.55	10.23
16	Malawi	1.74	18.78	9.28
17	Malaysia	0.79	286.32	0.50
18	Mauritius	0.00	16.79	0.03
19	Morocco	3.33	222.97	27.58
20	Namibia	2.93	4.35	3.59
21	Nigeria	20.66	167.81	128.77
22	Oman	0.40	4.91	2.97
23	Pakistan	87.82	1324.87	107.00
24	Palestine	0.03	11.23	0.94
25	Sierra Leone	0.58	24.78	1.77
26	Sri Lanka	1.38	20.42	0.33
27	Sudan	31.49	50.02	72.93
28	Syria	0.80	18.74	16.40
29	Tunisia	0.65	105.10	7.53
30	Yemen	1.41	69.06	17.13
31	Zambia	3.68	41.88	3.15

Sources : Food and Agriculture Organization (FAO) and Other Local Sources.

Table 9 : Fish Production in AARDO Member Countries, 2018 (1000 tonnes)

S. No.	Name of Country	Inland Waters						Marine Areas					
		Crusta-ceans	Diadromous Fishes	Freshwater Fishes	Marine Fishes	Mol-luscs	Crusta-ceans	Diadromous Fishes	Freshwater Fishes	Marine Fishes	Molluscs		
1	Bangladesh	124.19	242.48	3139.71	NA	NA	127.75	290.32	NA	459.78	NA	NA	NA
2	Burkina Faso	NA	NA	25.21	NA	NA	NA	NA	NA	NA	NA	NA	NA
3	R O China (Taiwan)	11.50	44.59	64.13	4.08	4.26	13.04	36.86	7.51	736.86	115.17	NA	NA
4	Egypt	15.48	1.47	1535.81	113.49	1.55	9.82	NA	NA	354.91	6.45	NA	NA
5	Ethiopia	NA	0.19	59.24	NA	NA	NA	NA	NA	NA	NA	NA	NA
6	Gambia	NA	NA	1.69	NA	NA	1.56	NA	0.93	51.16	0.89	NA	NA
7	Ghana	NA	NA	142.35	NA	NA	0.61	2.91	NA	296.42	3.06	NA	NA
8	India	72.35	10.36	8586.60	10.20	4.58	1208.70	19.15	NA	2991.99	349.77	NA	NA
9	Iraq	NA	NA	48.23	3.91	NA	1.63	1.72	NA	6.85	NA	NA	NA
10	Jordan	NA	NA	1.95	NA	NA	NA	NA	NA	0.28	NA	NA	NA
11	Kenya	NA	0.75	115.80	NA	NA	0.75	0.01	NA	24.74	2.09	NA	NA
12	R O Korea	0.41	14.57	17.60	0.53	6.88	79.37	11.91	NA	1157.94	625.18	NA	NA
13	Lebanon	NA	1.00	0.03	NA	NA	0.04	0.00	NA	2.58	0.21	NA	NA
14	Liberia	NA	NA	0.77	NA	NA	0.06	0.27	NA	15.51	0.21	NA	NA
15	Libya	NA	NA	0.01	NA	NA	0.52	NA	NA	30.15	1.79	NA	NA
16	Malawi	NA	0.05	163.14	NA	NA	NA	NA	NA	NA	NA	NA	NA
17	Malaysia	0.68	0.54	108.95	NA	NA	176.07	55.24	0.60	1230.12	91.46	NA	NA
18	Mauritius	0.00	NA	0.01	NA	NA	0.00	NA	NA	36.70	0.68	NA	NA
19	Morocco	NA	0.34	15.86	NA	NA	7.83	0.00	NA	1344.46	91.43	NA	NA
20	Namibia	NA	2.84	NA	NA	4.12	NA	NA	459.51	0.98	NA	NA	NA
21	Nigeria	NA	NA	662.79	NA	NA	55.94	NA	NA	390.94	4.88	NA	NA
22	Oman	NA	NA	0.19	NA	NA	1.91	NA	NA	563.58	14.56	NA	NA
23	Pakistan	NA	304.56	NA	NA	NA	27.32	1.56	NA	299.85	13.00	NA	NA
24	Palestine	NA	0.00	0.07	NA	NA	0.45	NA	NA	3.97	0.08	NA	NA
25	Sierra Leone	NA	NA	2.19	NA	NA	1.42	7.63	0.29	190.36	0.60	NA	NA
26	Sri Lanka	0.17	NA	117.24	NA	NA	36.93	0.25	NA	369.98	12.18	NA	NA
27	Sudan	NA	NA	48.05	NA	NA	NA	NA	NA	2.77	NA	NA	NA
28	Syria	NA	NA	4.76	NA	NA	0.07	NA	NA	1.47	0.04	NA	NA
29	Tunisia	NA	0.00	1.14	0.25	NA	6.33	0.18	NA	111.65	11.16	NA	NA
30	Yemen	1.35	NA	NA	NA	NA	NA	NA	NA	120.93	9.00	NA	NA
31	Zambia	NA	NA	135.94	NA	NA	NA	NA	NA	NA	NA	NA	NA

Sources: Food and Agriculture Organization (FAO) and Other Local Sources.

NA: Not Available

Table 10: Fish Trade (Import and Export) of AARDO Member Countries, 2018 ((US\$ million)

S. No.	Name of Country	Import					Export				
		Crustaceans	Fish	Fish, Crustaceans, Molluscs and other Aquatic Invertebrates	Molluscs, Aquatic Invertebrates	Crustaceans	Fish	Fish, Crustaceans, Molluscs and other Aquatic Invertebrates	Molluscs, Aquatic Invertebrates		
1	Bangladesh	1.397	71.802	48.643	0.253	373.527	70.9	1.036	2.448		
2	Burkina Faso	0.074	16.002	1.306	0.011	NA	0.029	0.073	NA		
3	R O China (Taiwan)	436.3	655.09	298.999	284.143	70.827	1744	17.013	146.09		
4	Egypt	135.37	741.85	8.631	29.838	9.067	24.53	0.151	1.602		
5	Ethiopia	0.063	1.642	0.039	0.133	NA	0.123	0.001	NA		
6	Gambia	0.004	0.265	NA	NA	1.174	1.417	0.277	0.161		
7	Ghana	0.37	284.67	0.885	0.034	0.23	211.9	1.555	13.199		
8	India	39.938	55.334	52.752	4.984	4864.15	1168	131.409	776.5		
9	Iraq	1.74	136.91	0.562	0.408	NA	0.054	NA	NA		
10	Jordan	6.277	106.5	0.264	0.733	NA	0.179	NA	NA		
11	Kenya	0.507	28.789	0.48	0.07	2.78	20.3	2.288	6.286		
12	Republic of Korea	1362	2938.7	167.483	1492.35	191.749	1250	330.082	252.69		
13	Lebanon	27.975	129.08	0.659	6.191	0.214	2.562	0.041	0.047		
14	Liberia	0.277	7.921	0.001	0.058	0.004	0.974	NA	0.003		
15	Libya	0.82	212.33	0.122	0.533	NA	35.81	NA	NA		
16	Malawi	0.165	3.702	0.433	0.026	NA	0.342	NA	0.006		
17	Malaysia	148.2	674.69	55.304	181.561	270.108	316.2	61.394	115.15		
18	Mauritius	17.588	287.49	15.038	6.916	1.11	438.1	34.112	0.11		
19	Morocco	87.826	114.98	8.992	33.798	135.765	1148	251.051	824.03		
20	Namibia	2.623	42.034	0.52	12.32	19.007	727.5	10.581	14.936		
21	Nigeria	2.254	814.03	15.47	0.017	50.52	2.792	NA	0.657		
22	Oman	16.14	47.286	0.168	3.051	1.867	206.3	29.001	87.069		
23	Pakistan	0.07	11.248	1.172	NA	89.631	334.3	27.911	7.477		
24	Palestine	0.523	23.129	0.187	0.601	1.076	0.026	NA	NA		
25	Sierra Leone	0.005	3.69	0.009	NA	3.607	4.793	0.001	0.012		
26	Sri Lanka	3.161	193.84	14.613	1.806	48.726	207.8	0.969	29.195		
27	Sudan	0.061	4.395	0.177	0.1	0.07	2.375	0.134	0.12		
28	Syria	0.004	47.099	0.174	NA	0.69	0.001	NA	NA		
29	Tunisia	1.034	62.02	4.007	4.614	51.926	80.13	5.086	54.879		
30	Yemen	48.408	0.097	NA	NA	6.137	71.1	1.96	44.835		
31	Zambia	0.455	111.28	3.665	0.15	NA	0.814	0.18	NA		

Sources: Food and Agriculture Organization (FAO) and Other Local Sources. **NA:** Not Available

Table 11 : Select Health Indicators of AARDO Member Countries, 2019

S. No.	Name of Country	MMR (Per 100,000 at Birth)	Infant Mortality Rate (Per 1000 birth)	Fertility Rate (per woman)	Life Expectancy (years)	Health Expenditure (% of GDP) 2018
1	Bangladesh	173	25.6	2	72.6	2.3
2	Burkina Faso	320	53.9	5.1	61.6	5.6
3	R O China (Taiwan)	9.8	4.2	1.1	80.9	17.3
4	Egypt	37	17.3	3.3	72.0	4.9
5	Ethiopia	401	36.5	4.1	66.6	3.3
7	Gambia	597	35.9	5.2	62.1	3.5
6	Ghana	308	33.9	3.8	64.1	3.1
8	India	145	28.3	2.2	69.7	3.5
9	Iraq	79	21.8	3.6	70.6	4.1
10	Jordan	46	13.4	2.7	74.5	7.8
11	Kenya	342	31.9	3.4	66.7	5.2
12	R O Korea	11	2.7	0.9	83.2	7.6
13	Lebanon	29	6.2	2.1	78.9	8.4
14	Liberia	661	62.2	4.2	64.1	6.7
15	Libya	72	9.9	2.2	72.9	NA
16	Morocco	70	18.3	2.4	76.7	5.3
17	Mauritius	61	14.3	1.4	74.2	5.8
18	Malawi	349	30.9	4.1	64.3	9.3
19	Malaysia	29	7.3	2	76.2	3.8
20	Namibia	195	30.7	3.3	63.7	8
21	Nigeria	917	74.2	5.3	54.7	3.9
22	Oman	19	9.8	2.8	54.7	4.1
23	Pakistan	140	55.7	3.5	77.9	3.2
24	Palestine	27	16.6	3.6	74.1	NA
25	Sudan	295	41	4.3	65.3	4.5
26	Sierra Leone	1120	80.9	4.2	54.7	16.1
27	Sri Lanka	36	6.1	2.2	77.0	3.8
28	Syria	31	17.9	2.8	72.7	NA
29	Tunisia	43	14.5	2.2	76.7	7.3
30	Yemen	164	43.6	3.7	66.1	4.9
31	Zambia	213	42.4	4.6	63.9	4.9

Sources: World Health Organization (WHO), World Bank (WB) and Other Local Sources.

NA: Not Available

AARDO MEMBERS

AFRICA		ASIA	
Member	Contact Ministry	Member	Contact Ministry
Burkina Faso	Ministry of Agriculture, Water Resources, Sanitation and Food Security, Ouagadougou	People's Republic of Bangladesh	Ministry of Local Government, Rural Development & Cooperatives, Dhaka
Arab Republic of Egypt	Ministry of Social Solidarity, Cairo	Republic of China (Taiwan)	Council of Agriculture, Executive Yuan, Taipei
Federal Democratic Republic of Ethiopia	Ministry of Agriculture and Natural Resources, Addis Ababa	Republic of India	Ministry of Rural Development, New Delhi
Republic of The Gambia	Ministry of Lands and Regional Government, Banjul	Republic of Iraq	Ministry of Agriculture, Baghdad
Republic of Ghana	Ministry of Local Government, Decentralization and Rural Development, Accra	Hashemite Kingdom of Jordan	Ministry of Local Administration, Amman
Republic of Kenya	Ministry of Foreign Affairs, Nairobi	Republic of Korea	Ministry of Agriculture, Food and Rural Affairs, Seoul
Republic of Liberia	Ministry of Internal Affairs, Monrovia	Republic of Lebanon	Ministry of Agriculture, Beirut
Libya	Ministry of Agriculture, Animal & Marine Wealth, Tripoli	Malaysia	Ministry of Rural Development, Putrajaya
Republic of Malawi	Ministry of Local Government and Rural Development, Lilongwe	Sultanate of Oman	Ministry of Agriculture, Fisheries Wealth and Water Resources
Republic of Mauritius	Ministry of National Infrastructure and Community Development (National Development Unit), Port Louis	Islamic Republic of Pakistan	The Secretary, Establishment Division , Islamabad
Kingdom of Morocco	Ministry of Agriculture and Marine Fisheries, Rabat	State of Palestine	Ministry of Agriculture, Ramallah
Republic of Namibia	Ministry of Urban and Rural Development, Windhoek	Democratic Socialist Republic of Sri Lanka	Ministry of Agriculture , Rajagiriya
Federal Republic of Nigeria	Federal Ministry of Agriculture And Rural Development, Abuja	Syrian Arab Republic	Ministry of Agriculture and Agrarian Reforms, Damascus
Republic of Sierra Leone	Ministry of Local Government And Rural Development, Freetown	Republic of Yemen	Ministry of Agriculture and Irrigation & Fish Wealth, Aden
Republic of the Sudan	Ministry of Agriculture and Natural Resources, Khartoum		
Republic of Tunisia	Ministry of Agriculture, Hydraulic Resources and Fisheries, Tunis		
Republic of Zambia	Ministry of Youth, Sport and Arts, Lusaka		

Associate Members:

Korea Rural Community Corporation, R O Korea

The Agricultural Bank of Sudan (ABS), Sudan

BENEFITS TO AARDO MEMBERS

