



Sustaining the CAADP Momentum: 2013 – 2023:

The CAADP Results Framework



The Comprehensive Africa Agriculture Development Programme (CAADP) is about transforming Africa's agriculture for sustained food security & socio-economic growth



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PREAMBLE

The Sustaining CAADP Momentum exercise undertaken in 2012 to look back into the ten years of CAADP implementation concluded that the CAADP vision was just as valid now as was in 2003. Therefore, looking into the next decade of CAADP implementation the issue is more HOW to accelerate and expand attainment of the CAADP goals and ensure desired levels and rate of transformation of African Agriculture.

The next decade of CAADP implementation, though, has the benefit of the lessons from the last decade. The thrust is to build on the achievements. To ensure that progress is being made at the same time strengthening systems for self-learning and evidence-based accountability, the Sustaining CAADP momentum has put a RESULTS FRAMEWORK at the center of the strategic thrust for implementation of CAADP over the next decade.

The Sustaining CAADP momentum Results Framework will be a key inherent part of the CAADP implementation process. This enables Africa to have “on the table” tangible parameters to benchmark advancements in agricultural performance while at the same time reinforcing culture of results based programming, results for evidence and objective analysis as well as concerned on aspects such as returns on investment. In this way, the Sustaining CAADP momentum thrust will be building on the transformational success being achieved; e.g. improved public planning processes

Sustaining CAADP momentum Results Framework provides to Africa and partners a solid presentation of the Agriculture development agenda in terms of goals, priorities, strategies and targets. In the Sustaining CAADP momentum Results Framework, Africa has determined what actions to continue doing; new things to do; and what actions to stop doing. The Sustaining CAADP momentum Results Framework presents a political and technical pillar to foster alignment in collaboration with partners. It provides mechanisms to respond to emerging issues including climate change, globalized food and energy systems, Africa’s population growth and urban migration trends, nutrition and improvements in governance.

Implementation of the Sustaining CAADP momentum Results Framework is vital. In this regard, the Sustaining CAADP momentum Results Framework is more than just a document. It is a living component in the-way-we-do-business. This is why the Year 2014, also declared African Union Year for Agriculture, Food Security and Nutrition is a crucial part of finalizing the development of the CAADP Results Framework through country and regional grounding, adaptation and inherently operationalizing within the existing CAADP implementation processes. For this purpose, the African Union Commission, the NEPAD Agency in liaison with the Regional Economic Communities places this document in your hands – country players and stakeholders and all those working on or supporting transformation of African agriculture for improved performance.

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1. INTRODUCTION

1.1 Why the CAADP Result Framework now?

Implementation of CAADP has over the last decade enabled countries to address some of the key transformational issues in agriculture development. Additional to improving the development planning processes, countries are placing growing attention to strengthening and aligning policy design processes, through, for instance, making the policy design processes transparent and inclusive as well as linked to evidence-based analysis. There is also growing attention and action to strengthen and align institutional and human capacity to achieve highest levels in planning and implementation efficiency and effectiveness

Looking forward into another decade, member states and indeed the continent's leadership through the various Heads of State and Government platforms have underlined the need and urgency to demonstrate RESULTS and IMPACT in the implementation of the Comprehensive African Agricultural Development Programme (CAADP). This is especially about the impact of improved agricultural performance on people factors including job creation and poverty alleviation, food security and prosperity for the continent's populations and communities.

Through the extensive and inclusive "Sustaining CAADP momentum" exercise, undertaken over several months in 2012-13, a set of key result areas have been identified. This is based on achievements and lessons from the first decade of CAADP as well as taking into account emerging issues and trends such as trends in global food and energy prices, growing attention to nutrition and better informed understanding of climate change dynamics, population and migration trends, etc... The set of result areas identified relate to enhancing local capacity and systems to accelerate and expand execution and delivery of results and impact of African agriculture. The Sustaining CAADP momentum has further noted that ability, capacity and mechanism to design and plan programmes and projects, as well as tracking performance are integral and essential parts to the capacity to deliver results.

Box 1: The Sustaining CAADP Momentum exercise provide resolute confirmation that the CAADP vision is just as valid and compelling now as was in 2003

It is in this context that the "Sustaining CAADP momentum" went further than just identifying priorities to also development a concise CAADP Results Framework. The overarching CAADP Results Framework will facilitate and compel results-based planning and budgeting and make it possible to track resource use and therefore, strengthening premises to advance accountability. The CAADP Results Framework provides in concrete terms Africa's agriculture development agenda and therefore basis to foster alignment and harmonization of programmes and initiatives.

Box 2: In the CAADP Results Framework, Africa is setting priorities, determining what to continue doing; what to abandon and new things to start doing – with a focus on results and impact

The CAADP results framework will be important in consolidating the transformational change being achieved in the first decade of CAADP implementation. The CAADP Results Framework will facilitate and enhance better planning by ensuring clear goals, tangible results with

understanding of associated assumptions as well as set of interrelated actions that will contribute to delivering the results and impact. The CAADP Results Framework is an essential component of the tools and processes that will enable the desired leap in the performance of agriculture in Africa. The CAADP Results Framework provides a single framework for results based programming and performance assessment in agriculture, as well as providing benchmarking

framework for national level processes and practical guidance to foster alignment and harmonization at all levels.

The CAADP Results Framework is developed with clear understanding that various formats results frameworks exist and are being used to guide planning and performance assessment of agricultural policies and programmes. Therefore, the Sustaining CAADP Momentum Results Framework has an evolutionary, organic and iterative relationship with the national and regional results frameworks. This means that the national and regional frameworks and/or targets and indicators, will inform the continental results framework and the value of the CAADP Results Framework will be realized through improved quality and functioning of the existing monitoring and evaluation and accountability tools and systems

1.2 Who is the CAADP Results Framework for?

The CAADP Results framework will be useful in connecting within and across levels, sectors and thematic areas. State and non-state institutions including civil society, private sector institutions and development partners will find the Results Framework as an important tool in pursuing results based planning and implementation. It will be an important basis to development effective alliances and partnerships.

The CAADP Results Framework is an integral part of the Country CAADP implementation process, therefore, as in the country CAADP implementation process, national level players and stakeholders take central responsibility in the implementation of the CAADP Results Framework.

At regional and continental level, internalization and use of the CAADP Results Framework will be led by the Regional Economic Communities (RECs) and the NEPAD Planning and Coordination Agency (NEPAD Agency) and African Union Commission (AUC). The Results Framework, in this regard, also provides key parameters and scope to advance collaboration and partnerships with local and international partners. ODA and FDI partnerships as well as bilateral and multilateral initiatives such as the New Alliance for Food Security, Grow Africa, GAFSP and others should align with the CAADP Results Framework.

1.3 The CAADP Results Framework in relation to the African Union 2063 Agenda and the UN Post-2015 Development Agenda

The CAADP Results Framework is designed to elaborate the Agricultural “space” in the African Union 2063 Agenda. The CAADP Results Framework is an integral part of the African Union Agenda 2063 and within its focus period should elaborate the level and rate of agricultural performance as desired contribution to attaining the goals of the African Union 2063 Agenda. It is hence expected that development of the African Union 2063 Agenda will be informed by the Sustaining CAADP Momentum Results Framework. In this regard, the Sustaining CAADP Momentum Results Framework is also mindful of the broad-based economic growth and inclusive development aspirations of the continent.

The two-way link between the Sustaining CAADP Momentum Results Framework and African Union 2063 Agenda is crucial for Africa’s comprehensive and inclusive economic growth and development – bearing in mind the critical role agriculture still has to play in advancing growth and development of Africa’s economies.

The process to development the CAADP Results Framework and the Results Framework itself are key in forming the African input and position with regard to issues, priorities, indicators and strategies that will inform the post-2015 goals. This will be pursued through the special African Union Heads of State and Government committee on the post-2015 and the relevant technical processes supporting the exercise



2. THE CAADP RESULTS FRAMEWORK

2.1 RATIONALE AND SCOPE

The Results Framework has the main purpose at country level in preparing and in implementing the second decade of CAADP (2013 to 2023).

Based on the achievements and lessons from the last ten years of CAADP implementation (see the Sustaining CAADP Momentum Document), the issues, priorities and strategies that define the CAADP Results Framework are characterised by four main aspects, namely (a) the compelling desired at all level to see tangible results and impact from agriculture on the socio-economic wellbeing of the continent’s populations, especially women and youth and rural communities; (b) need to pursue a two-pronged approach which interactively facilitate interventions on systems and capacity transformation, on one hand, and enhanced productivity and value addition, on the other – see Chart 1; (c) deliberate orientation towards strategies and approaches for capacity development including human capital development, science and technology and institutional development and (d) need to bring to the fore a regional integration (trade and markets) agenda as an integral and essential component to sustainable national level solutions.

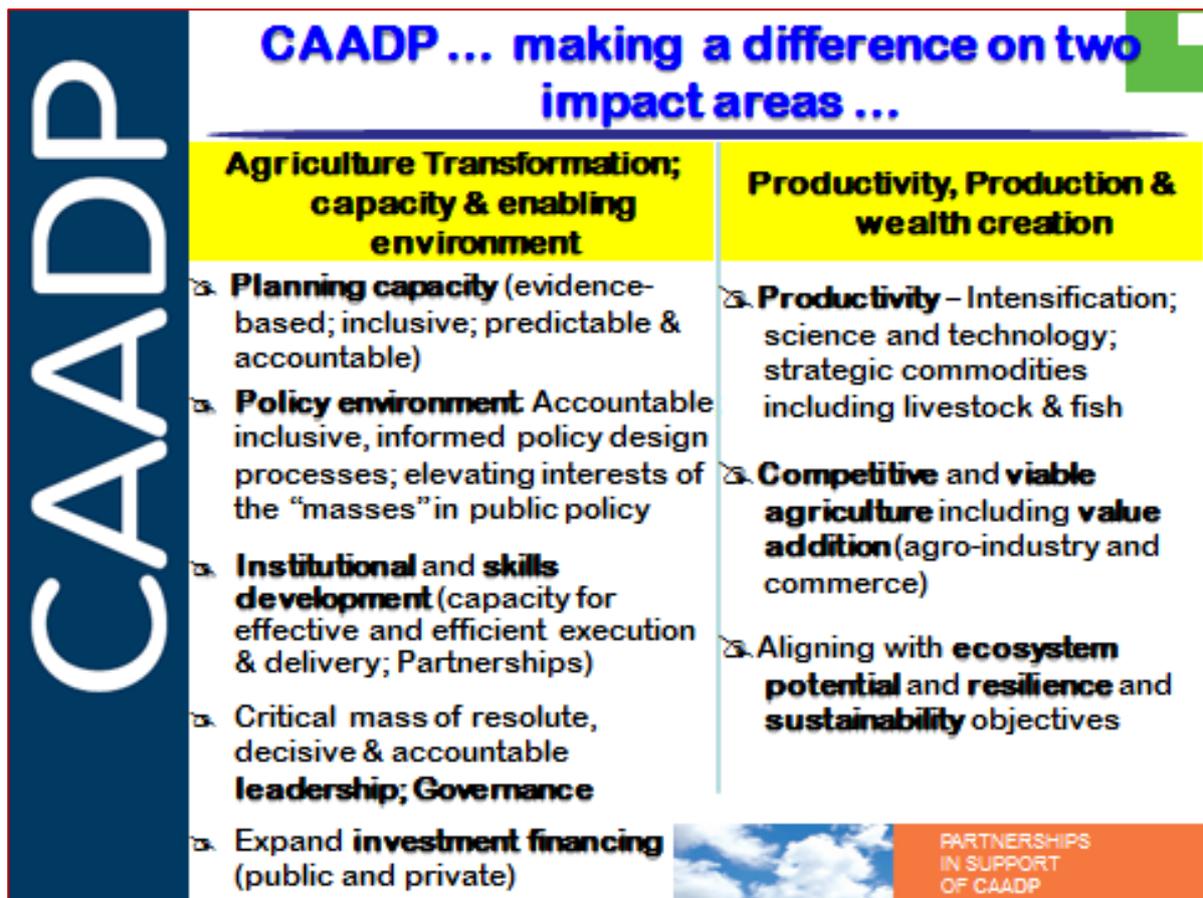


Chart 1: Two-pronged approach: Transformation and productivity

In this context, the CAADP Results Framework has been developed reflecting three result-impact levels.

Levels 1 highlight the higher level socio-economic growth and inclusive development parameters which improved agriculture performance is expected to contribute to. Specifically, three factors have been identified as key results areas on which improved agriculture performance should manifest, namely (a) wealth creation; (b) Improved Food and Nutrition Security; and (c) Resilience (See Table 1). Related indicators as well as continental level targets are elaborated in Tables 2 to 5. It is the significance of agricultural contribution to these results areas which will demonstrate the phrase “agriculture-led growth and development.”

Level 2 present the factors identified as result areas which will provide the desired agricultural performance, both in terms of production as well as effectiveness and efficiency in the production systems. This also means that it is the success and improved performance in the priority areas identified in this level Which Will determine agricultural contribution to Level 1 results and impacts

Level 3 presents the six priority results areas which define expected CAADP specific contributions to achieving the goals and objectives of African agriculture development in the next ten-year period.

The three levels together reflect a Pan-African character and purpose for transformational change, policy reforms and institutional development. The Results Framework is therefore shared continentally as a hierarchy of objectives and results, with specific common measurable indicators available to country and regional implementation entities and international development partners who should use the framework to achieve and/or assess alignment and harmonization to local priorities and agenda

The CAADP Results Framework to be meaningful at all levels will require systematic efforts to ensure that at continental level, the Results Framework serves as the “visionary beacon” which national and regional efforts embrace and translate into localized priorities, goals and targets. In this way, the CAADP Results Framework offers the visionary measure against which national and regional level targets will be pitched. This approach is possible and acceptable because, in the first place, the continental CAADP Results Framework has been developed on the basis of national and regional priorities, efforts and targets and therefore, its harmonizing and visioning role will be valued at national and regional levels. Adaptation of the CAADP Results Framework into national and regional systems remains a flexible and creative process with ultimate “respect” for local conditions, circumstances and realities.

The overarching CAADP Results Framework is designed to guide at the level of: a) **Planning** (strategy, programme design, planning; and budgeting); b) **Performance** (“efficiency” in execution and implementation and largely accounting for the transformation in agriculture policies and institutions as well as strengthening and aligning capacity); and c) **Results** (referring to actual outcomes and impact of a development intervention, including goods and services and value addition underpinned by increased in agriculture production and productivity).

2.2 STRUCTURE OF THE CAADP RESULTS FRAMEWORK

The CAADP Results Framework combines a logical flow of 3 levels of results elaborating the (a) why; b) what; and c) how (Table 2).

The WHY is contained in Level 1 results aimed at social and economic transformation of the continent. The WHAT is contained in the Level 2 results in terms of agricultural productivity and competitiveness that in turn feed Level 1. The HOW is contained in Level 3 as the various requisite systemic capabilities needed to get agriculture developing accordingly. The CAADP Results Framework is therefore designed with the three interrelated levels presenting a rational



flow in causal relationships across and within the levels. This provides rationale for the components (result areas) in each level.

TABLE 1: RESULTS LEVEL AND GENERAL DESCRIPTION

Result level	Description
<p>Level 1: WHY? (IMPACT)</p> <ul style="list-style-type: none"> - Defines ultimate IMPACT in terms of social and economic transformation of African society. - These are high level results reflecting medium to long term change in terms of inclusive prosperity and ecosystem resilience - These IMPACT levels are not 100% attributed to Agriculture; moreover most of agriculture's contributions are indirect. The issue therefore, is the extent to which agriculture is contributing (extent and rate) to attaining these impacts. 	<p>Adapting and achieving Level 1 and level 2 targets are largely national level affairs. At continental and regional levels achievement of Level 1 and 2 targets by countries will indicate progress to strengthen the regional and international competitiveness of African agriculture and its overall impact on the continent's socio-economic growth and development.</p> <p>This is directly about TRANSFORMATION and PERFORMANCE of the AGRICULTURE SECTOR.</p>
<p>Level 2: WHAT? (OUTCOMES)</p> <ul style="list-style-type: none"> - Defines results in terms of agricultural production, productivity, competitiveness and regional integration - Identifies the intended (priority) agriculture specific results (outcomes) which in turn contribute to IMPACT (Level 1). - Defines the goals which agricultural interventions will aim for. 	<p>At Levels 1 and 2, the CAADP Results Framework only provides visionary targets at continental levels, as well as high-level priority areas and overarching principles and values which also make defining and implementing trans-boundary and regional programmes a feasible and viable option.</p> <p>CAADP implementation support will provide technical guidance including historical and foresight analysis to help countries determine country-specific feasible growth levels and rates (financing, implementation, etc...) to attain the visionary targets in the time given</p>
<p>Level 3: HOW?</p> <ul style="list-style-type: none"> - Defines results in terms of systemic capacities to effectively finance and implement agricultural policies and programmes at national level - This level also defines the priority result areas which constitute "CAADP implementation support". - Elaborates the CAADP specific results areas through implementation and implementation support and interventions at national, regional and continental levels. - CAADP implementation support will pursue results in the six result areas defined in this level. This can also be interpreted as the CAADP-specific value addition to agriculture transformation and improved performance - Attaining the results in these six areas will enable countries to strengthen and align planning and implementation systems and capacity and improve execution and delivery (effectiveness, efficiency as well as appropriateness) of results. It will also strengthen and support alignment of enabling environment (policy design and organisational development) 	<p>This level defines development administration capabilities at national levels. The national level capacity development needs then define support functions and responsibilities of the Regional Economic Communities (Regional level) and the NEPAD Agency and the African Union Commission (continental level) – together with collaborating partners.</p> <p>These are essentially capacity development interventions including some coordination and facilitating functions. Delivering on the six result areas identified under this level will enable and empower the countries to delivery appropriate, effective and efficient performance of the agricultural sector (i.e. level 2) and consequently contribution to impact issues (level 1)</p>

It is important to recognise that a results framework is just as useful in designing programmes and investment projects, as it is in designing performance management and monitoring and evaluation tools. In this regard, it is crucial to unpack, analyse and explain how investments or interventions lead up to the desired results. This ‘theory of change’ analysis surfaces the causal relationships as well as the pathways of the change process, and how this leads to desired results between ‘the how’, the ‘what’ and ‘the why’. Completing a causal relationships analysis (‘change pathways’ or ‘theory of change’) improves probability and predictability of success in achieving desired results. If performed at planning and design stages, this also improves quality of M&E, and enhances the explanatory power behind indicators and how they are measured and interpreted. For a more detailed treatment and illustrative analyses see Annex 1

2.3 KEY CHANGE AND IMPACT DESIRED BY 2024: The “Frontline Dashboard”

In the consultations on the Sustaining CAADP Momentum, stakeholders provided further interpretation of national level key results and impact areas in the CAADP Results Framework. The following key results statements reflect critical impact indicators related to the value of agriculture performance on economic growth and inclusive development. This relates to the Levels 1 and 2 in the Results Framework and constitutes some major milestones in tracking progress towards the target year of 2024

Agribusiness and entrepreneurship

- Increase (percentage) in the continent’s agricultural primary products that are processed, to at least secondary level, within Africa’s own agro-industry *[provide data on baseline and required percentage change over 5, 10 year milestones]*
- New job opportunities created within the agri-based commerce and industry sector – with a significant proportion of these being for youth and women *[provide baseline and desired increase - numbers and percentages - over 5, 10 year milestones]*
- New agribusiness/agro-processing enterprises *[number increase in entrepreneurs; volume of financing to Small-medium agri-based enterprises]*

Infrastructure

- An increasing proportion of the continent’s agricultural land (rural areas) have access to power within 5 km radius *[numbers and percentages to be developed and suggestions are invited]*
- An increasing proportion of the continent’s agricultural land (rural areas) have access to water within 5 km radius *[numbers and percentages to be developed and suggestions are invited]*
- Communication and transport (ICT; air; all-weather roads and rail) in support of agricultural entrepreneurship

Markets, Trade and regional integration

- Africa’ share (percentage) in supplying for the global food trade (exports)
- An increase in intra and inter-regional and within the continent food-agricultural trade *[current and future target figures to be developed and suggestions are invited]*

Socio-economic growth and inclusive development

- Transparency and public accountability in acquisition and agricultural use of the continent’s land, water and forests resources *[decision making tools, policy regulatory framework and predictable processes]*
- Total Factor Productivity growth consistent with an industrialising continent achieving inclusive growth *[national figures to be developed]*



- Increased capacity for stronger resilience and social protection [number and percentage to be developed]
- Reduction in hunger and malnutrition
- Agriculture based jobs created
- Percentage of agric in the GDP

Decisive and visionary leadership and institutions

- Critical mass of African leaders championing agriculture and rural development
- The African political systems (i.e. HoS Summits; APRM) internalise accountability systems for agriculture development
- State institutions strengthen developmental state capacities

3. USING THE CAADP RESULTS FRAMEWORK

3.1 GENERAL

The CAADP Results Framework is an integral part of the CAADP implementation. Therefore, implementation of the CAADP Results Framework implies integrating its features and principles in the CAADP implementation exercise and processes at all levels. In the regard, the CAADP Results Framework is intended to draw more attention and effort to (a) the need to have clear, attainable and measureable goals and targets over a defined period of time; (b) clarity in evidence-based understanding of the process and milestones that will led to the desired change, results and impact. In this way, the Results Framework is able to, hence, catalyse and provide for:

- Objectivity and clarity of purpose in tracking performance and results
- A sound and evidence-based systems to pursue accountability
- Alignment and harmonisation and thereby coherence in the development efforts

At regional and continental level, the CAADP Results Framework will, within the principle of subsidiarity, help to better organise and provide implementation support and ensure relevance and effectiveness of the support. The Results Framework will also compel regional and continental environmental which is supportive for optimal national level solutions.

An assessment and evaluation of CAADP and its value addition to African Agriculture is planned at 5 years interval over the coming decade (i.e. at 5 years minor and more thorough at 10 years). This will only be practical and worthwhile with a clear CAADP Results Framework in place.

The “Sustaining CAADP momentum exercise” has been clear on the fact that demonstrating results and impact will be critical in sustaining the interest and energy on CAADP and African agriculture in the coming decade. The CAADP Results Framework is the instrument that will not just establish what these results and impact are, but also ensure they are tracked. Therefore, the CAADP Results Framework is not just about goals and targets, but also about elaborating and strengthening systemic capacity and systems to monitor performance and progress as well as support learning and accountability

3.2 THE RESULTS FRAMEWORK IS APPLICABLE TO ALL ASPECTS OF AGRICULTURAL DEVELOPMENT IN AFRICA

The RF is applicable to all institutions, programmes, and projects that subscribe to the CAADP framework. Once again the RF is usable *ex-ante* at in preparing strategy and plans as well as *ex-post* in crafting M&E and other performance measuring and performance enhancing tools. The following are examples of CAADP related activities and how they apply the CAADP RF.

- **National Agricultural Investment Plans (NAIPs):** As already alluded to, each CAADP country team will need to strengthen or develop a results framework for their NAIP. In the next decade the priority is mobilising private sector investment, associated catalytic public sector finance, as well as requisite institutional and policy developments. The *ex-ante* applications of the country RF include revamping investment plans with theory of change analysis and political economy analysis on the above. *Ex-post* applications are in strengthening M&E and performance management tools. The Continental RF and national RF feed into each other as living documents.



- **Regional Agricultural Policies (RAPs):** Each of the RECs has concluded or in the process of preparing regional agricultural policies. Regional integration is a major result area for CAADP and in preparing the RF for each RAP this aspect requires special attention in term of explanatory pathways for accelerating regional integration as well as performance management of the same.
- **Continental priorities investments in commodities:** The Abuja 2006 Food Security Summit called on African countries to promote and protect rice, legumes, maize, cotton, oil palm, beef, dairy, poultry and fisheries products as strategic commodities at the continental level. Wheat was recently added to the list. Cassava, sorghum and millet are priorities at sub-regional level. Countries of course develop their priorities that take precedence over regional and continental priorities. It follows therefore that for regional and national investment plans and performance indicators, these relative commodity priorities need recognition. Moreover, a deeper analysis is required in justifying the priorities and in explaining how these contribute to the development goals and processes at AU level.
- **Livestock as key to Africa's Food Security:** National, regional and continental priorities are increasing recognising the importance of livestock to food security and development. With increasing urbanisation and changing consumption patterns associated with rising incomes, RFs require deeper *ex-ante* analysis on livestock for medium to long term planning, as well as *ex-post* in performance management.
- **A Science Agenda for Agriculture in Africa:** CAADP investments at regional/continental levels (e.g. KIS, ReSAKSS, Tertiary and Vocational Training Initiatives) will have their RFs and M&E tools fed from the CAADP continental RF and vice versa. Country NAIPs need to revamp their science agenda through interrogation with the emerging Science Agenda for Agriculture in Africa (SAAA). The main goal of the SAAA is that each county should have some capability to generate new knowledge as well as the capacity for “intelligent borrowing” of scientific discoveries elsewhere for adaptation to local situations. Science should be managed so that it contributes towards making agriculture more productive, competitive, sustainable, and inclusive. African countries can and must increase domestic investments in science for agriculture. Building science capacity is a long-term commitment. Science needs to be responsive to the changing needs. Visionary science leaders, especially at the national level, must accelerate sharing of knowledge and research facilities, within and amongst countries. Strong national institutions are the building blocks of effective regional collaborations. Africa needs more world-class scientific institutes that are strong and effective in sharing knowledge and facilities. A strategy for Africa is therefore solidarity in science, and ensuring that all countries are able to benefit from the applications of science in agriculture. It follows therefore that each regional and national investment in science for agriculture needs to incorporate the SAAA strategies for planning and performance management.
- **Land governance:** Strengthening land rights policy and governance is a major component of the AU's development agenda. The country NAIPs and associated investments may have to deepen the treatment of the land issue in term of strengthening land rights along the AU Framework and Guidelines as well as adherence to Voluntary Guidelines for responsible large-scale investments. These needs treatment in the country investment plans and their RFs and M&E tools.
- **Investment into agriculture:** In the next decade, planning for and measuring performance will go beyond the targeted 10% public investment. Emphasis is on planning

for and in domestic private investment and associated catalytic public investment. In addition, foreign direct CAADP investments (including GAFSP, New Alliance, Grow Africa) need treatment accounting for in the RFs and performance indicators.

3.3 USING THE CAADP RESULTS FRAMEWORK AT COUNTRY LEVEL

3.3.1 Setting up for national level use of the CAADP Results Framework

The CAADP Results Framework has been designed recognising that various tools and processes for monitoring and evaluating progress and performance in agriculture exist at national level. Furthermore, many countries are moving on with their National Agriculture and Food Security Investment Plans (NAIPs). The CAADP Results Framework is expected to function as an integral part of these existing systems and tools. Using the CAADP Results Framework will inherently involve strengthening and aligning existing systems and tools into systemic evidence-based accountability capability in agriculture

Therefore, the inception phase will involve country-tailored support to “internalise and domesticate” the CAADP Results Framework. In this way the continental CAADP Results Framework will offer to the countries visionary beacon and aggregate target and performance measures aware that the continental level rate and level of performance and progress will depend on the performance of the individual countries – i.e. countries also having obligations to contribute to raise the average continental growth and development figures.

Specifically, the CAADP Results Framework will serve as a guide and tool to:

- examine and align the goals and targets (results and impact) and associated performance indicators set in the NAIPs
- help the country to refine and focus set performance targets including ensuring planned activities (interventions) and associated assumptions are realistic and appropriate to deliver the set targets in the defined time and available resources
- rally unit of purpose around a common national agenda and deliverables
- examine and refine, strengthen and align existing national level tools and systems for monitoring, assessing and evaluating agricultural performance, facilitating learning and strengthening accountability

This is not a re-planning exercise, but an integral part to foster and consolidate implementation of the NAIPs. This initial exercise will mobilise planning, (both programme and budget), implementation, monitoring and valuation constituencies into a systematic engagement which will enable the country to determine and align the national priorities and NAIPs in the following aspects:

- a) With regard to Level 1: Position agriculture in overall national socio-economic growth and development (inclusive development) trajectory. With clear evidence-based articulation, this should elaborate to the extent of growth and development attributed to agriculture.
- b) With regard to Level 2: Articulate within the context of the level 2 priority results areas, what Extent of performance is desirable (required) to achieve the level and rate of agriculture performance necessary for agriculture to deliver the results and impact articulated at level 1



Undertaking this exercise will compel reflection and in-depth examination of the anticipated or assumed change process (theory of change) and especially examination of the assumptions being made.

A country level Results Framework will in this way emerge as an integral part of the NAIPs Implementation Plan. The Implementation Plan has to have a convincing action plan of policy reforms and capacity building intervention, which are explicitly aimed at stimulating new investments and in elevating visibility of agriculture and political commitment at national level. Incorporating the following components will strengthen the Implementation Plan:

- Specific policy reforms and institutional capacities needed to resolve specific problems and/or to realise specific opportunities
- Prepare financial analyses of investments as separate from economic analyses. Financial analyses should be enterprise specific to show how investments improve profitability for farmers, producers; and entrepreneurs, while economic analyses should use financial analysis results to estimate returns to the related public sector investments. Both are useful in mobilising private and public investment.
- A NAIP Results Framework to guide implementation and performance management. Such Results Framework should have a Monitoring and Evaluation tool. In addition, the country level RF should contain change pathways analyses that surface and show causal links between investment activities and desired outcomes, results and impacts. This should start with relationships and pathways between policies, institutions, and investment mobilisation.

3.3.2 “Domesticating” the CAADP Results Framework at National level

This inception phase to domesticate the CAADP Results Framework is expected to set the foundation within Year 1, i.e. 2014. The declaration of 2014 as African Union Year for Agriculture, Food Security and Nutrition is will help to galvanise public energy, debate and consultations, thereby bring the desire attention and reflections on African agriculture and CAADP.

A series of precisely define work steams will run at all levels and across the levels facilitating:

- The desired public and special interest-groups advocacy and communication
- Analytical works to support based and deeper evidence-based understanding of the core problems issues, opportunities as well as national priorities. This will also include critical work to strengthen and align knowledge support systems, monitoring and evaluation capacity and systems as well as all related systems, tools and capacity for improved accountability, and
- Determining and streamlining into local country specific tools and processes to advance “implementation” of the CAADP results framework

At the July 2014 African Union Heads of State and Government Summit, the countries will be expected to make high level pronouncements on their resolve, commitments and strategies in addressing and attaining desired results and impact at Levels 1 and 2 of the CAADP results framework.

Taking into account of the local circumstances, investment plan circle as well as local drive to move with the processes, the inception phase is expected to last an average of one-and-half years. Countries will be expected to start with longer term associated overlapping post-inception programmes as from the first half of the second year.

3.3.3 Consolidation, strengthening and aligning Results Framework implementation capacity

The post-inception phase will involve further consolidation and integration of the results framework (including refinement of the Results Framework) into the country agriculture development planning and implementation strategies and tools. This implies design and implementation of integrated but discreet programmes aimed at strengthening and aligning capacity for monitoring and evaluation, accountability, learning and planning and/or re-planning.

The CAADP Results Framework will be an integral component of the design and implementation of the national and regional (CAADP) Investment Plans and Programmes. Functioning and use of the CAADP Results Framework will be defined around four main interrelated components, namely (a) the data generation which will also cover alignment and harmonization of the indicators; (b) analysis, evaluation and learning; and (c) reporting; and (d) support to new planning and to accountability discussions and analysis. Implementation of the CAADP Results Framework should therefore be aligned and integrated into national statistical and agriculture performance monitoring systems. In this exercise, CAADP and agriculture development efforts will contribute to mainstreaming and strengthening national agriculture monitoring, evaluation and learning systems as well as analytical capacity, mechanisms and tools, including the Joint Sector Reviews; Agriculture Public Expenditure Reviews; etc... Normally related responsibilities and functions are spread in multiple organizations including planning departments in Ministries of Agriculture, Ministries of Economic Planning; National statistics; universities and research institutions.

Within the context of the NAIPs implementation, using the CAADP Results Framework will specifically enhance alignment, coherence and relevance of the actions and policies and partnerships at all stages, namely:

- a. Preparing, reviewing and rolling over NAIPs
- b. Designing strategies and programmes for implementation;
- c. Establishing partnerships and coalitions for action;
- d. Mobilising resources and structuring investment deals;
- e. Monitoring and evaluation, assessing, learning from practice
- f. Adapting and re-planning for the next cycle

At all stages in the country and regional CAADP implementation process, the specific products are developed from the RF aimed at improving the probability of success and impact as well as the measurability of success. All CAADP supported agricultural development programmes are therefore required to develop results-enhancing products for the various stages in the life of programs, projects, and investment interventions: Such RF products should provide information on the: a) intended results; b) interventions /investments/strategies and how these cause change in a measurable way; the pathways of that change and how it leads to intermediate results that add up to main results; the indicators for results and intermediate results; and underlying assumptions as well as probability of assumptions being fulfilled.

3.3.4 The CAADP Results Framework in relation to National Agriculture Accountability and Performance Review systems

Implementation of the CAADP Results Framework is not a stand-alone system. It is designed to function as an integral part of existing national and community or programme level agricultural accountability and performance assessment systems. Specifically, the CAADP Results Framework will manifest itself by (a) enabling the country to set out agreed performance targets on the national agriculture development vision and agenda and (b) enhancing, harmonising and



aligning national and sector specific performance assessment and review tools and systems towards results-based and accountable systems.

Within the context of the NAIP implementation, some key national tools and processes expected to provide the core basis for integration (implementation) of the CAADP Results Framework include:

- The Agriculture Public Expenditure Review (AgPER) and the Joint Sector Review (JSR) which allows an integrated and comprehensive assessment of agriculture performance including effectiveness and value for money assessments. In this way, these set of tools and review-accountability processes are an important and key part of the operationalization of the CAADP Results Framework at country level
- National budget and associated instruments
- Agricultural performance monitoring systems
- The Africa Peer Review Mechanism (review process and Report) as well as the APRM National Programmes of Action (NPOAs) which are designed to follow-up and implement recommendations of the APRM exercise

Therefore, a key preoccupation in the national level inception phase will be exercises to review NAIP implementation support systems to determine both technical and political set of actions to align the existing tools and systems to serve the goals and purpose of the CAADP Results Framework.

CAADP 'implementation support' efforts and initiatives at regional and continental levels are aimed at supporting countries to stimulate sustainable change in terms of creating progressively conducive and stable policy environment for public and private investments into agriculture, as well as building systemic capacity for implementing agricultural plans and programmes. The effect of this is primarily (a) strengthened and aligned policy and institutional environment and (b) increased investment into agriculture and this in turn, expected to directly and indirectly contribute to produce desired results as defined under the Levels 1 and 2 in the Results Framework chart (Chart 1)

These results at country level, together add up to the main result of: Sustained inclusive agriculture growth and incomes, creating jobs and reducing poverty. This in turn is the indirect contribution of CAADP to the AU mission of an agriculture-led social and economic transformation, characterised by wealth creation; improved food and nutrition security; resilience; and environmental sustainability.

3.4 USING THE CAADP RESULTS FRAMEWORK AT REGIONAL AND CONTINENTAL LEVELS

At regional and continental level, under the leadership of Regional Economic Communities (RECs) and the NEPAD Planning and Coordination Agency (NEPAD Agency) and African Union Commission (AUC) and their cooperating partners, the CAADP Results Framework will:

- a) Provide in a clear implementable and traceable form the priority areas, targets and indicators which will define "CAADP implementation support". The level 3 in the Results Framework chart provides, at this moment, the identified CAADP implementation Support priority areas
- b) Serve as the central "yardstick" to standardise and benchmark as well as facilitate, guide and compel alignment and harmonization of strategies and programmes by all players and

stakeholders, including regional farmer organizations, private sector, civil society, knowledge-research institutions and multilateral and donor partners. At continental level, therefore, the CAADP Results Framework will provide the basis and character for the annual CAADP Outlook Report, currently prepared through ReSAKSS.

Implementation of the CAADP Results Framework at regional and continental levels will include monitoring a small group of indicators across countries and regions in order to track progress (productivity as well as transformational). Tables 2 to 5 provides list of indicators which will be tracked through existing monitoring systems and tools. The Results Framework will also enable Africa's international agricultural development initiatives, partnerships and alliances, such as Grow Africa, New Alliance and CGIAR Initiatives, Global Agriculture Food Security Programme (GAFSP), etc..., to demonstrate alignment with CAADP objectives, strategies and Africa's agriculture development agenda.

Through the annual CAADP Outlook Report, progress against Results Framework indicators will be reviewed and scrutinized and learning facilitated at the annual CAADP Partnership Platform. Various reports will be adapted to input to national, regional and continental bodies including the Regional Ministers and Heads of State and Government Meetings; the NEPAD Heads of State and Government Orientation Committee (HSGOC) and the African Union Heads of State and Government Summits.

The primary preoccupation in the inception phase will involve:

- alignment of the CAADP Implementation Support institutional and programme results frameworks of the AUC, the NEPAD Agency and RECs (as well as those of their cooperating partners)
- building necessary support knowledge and data base including baselines
- identify appropriate regional and continental instruments and processes within which to build implementation of the CAADP results framework



4. MONITORING, REPORTS AND REPORTING

The CAADP Results Framework will also provide the basis for aligning country, regional and continental -level monitoring and reporting and for documenting learning in relation to CAADP and African Agriculture's strategic objectives.

Application of the CAADP Results Framework will require heavy and systematic monitoring systems and capacity, analytical capacity as well as the reports and reporting systems including documentation of lessons. Much of these exist in one form of another. However, it's recognised that in most countries these aspects are grossly under-capacitated, under-funded. Even in cases where high quality units exist, they would be operating in fragmented arrangements.

Therefore, one key aspect of general CAADP implementation support and specifically implementation of the CAADP results framework will be multi-pronged approaches to strengthen and align monitoring, data and knowledge management capacity and systems. This engagement does recognise that all the efforts to support strengthening of the monitoring and evaluation and data management systems is primarily to ensure national systemic systems that supports informed and evidence-base analysis, policy and programme design, implementation and evaluation. It is when these systems are solid and functioning well that it will be possible to aggregate credible reports at regional and continental levels.

At national level the reports and reporting will be streamlined in the national existing reports systems. The reporting related to direct implementation of the NAIP will be the important starting point moving to integrate into other reports and reporting systems including for instance the APRM Report and related National Action Plan

At Regional level, the CAADP Results Framework will enhance and guide the Regional Economic Communities' reports to Member States through the Council of Ministers Meetings and Regional Heads of State and Government Summits. This relates to both aggregation of member states information into the regional state as well as reporting on regional value addition.

At continental level, appropriate set of reports will be determined. This will include adaptation of the current Annual Trend and Outlook Report (ATOR). In terms reporting processes and platforms this articulate platforms and forums such as the African Union Heads of State and Government Summit; the NEPAD Heads of States and Government Orientation Committee; the CAADP Partnership Platform Meetings and others including Farmer and other non-state organized Forums.

At regional and continental levels, the intention is to monitor a very small set of core indicators across countries and regions to inform continental level trends on key economic growth and inclusive development compound parameters.

The Inception phase (i.e. 2014) will also include determining appropriate reports and reporting systems and processes to ensure the reporting is serving the desired purpose of informing accountability systems as well as facilitating and supporting learning. This will then set the form of subsequent interventions expected to largely involve strengthening and aligning existing reporting tools and systems

5. CHANGE PATHWAYS FOR STRATEGIES AND INTERVENTIONS

Annex 1 is an illustrative attempt to show the causal links between potential strategies at continental/regional Level 3 that is the 'CAADP implementation support' and the relevant intended results. Country and regional level Results Frameworks, and programmes and project designs are encouraged to analyse these pathways for each proposed strategy and intervention.

The way to do this is first to identify the various strategies that are proposed towards achieving a specific result. These strategies will work individually and/or collectively toward the same result. It follows therefore that each of the strategies or interventions has some causal pathway, individually and collectively that has to be mapped out in order to show the following:

- a) The indicator/s (to measure result)
- b) The Interventions/investments/strategies that will work individually and/or collectively to achieve result)
- c) Components causing change and forming pathways towards main result (the main categories of change agents and levers of change include: capacity building; influence and visibility; leveraging resources; and direct impact)
- d) Intermediate results leading to main result (often require process indicators)
- e) Assumptions (that have to hold for change pathway to be valid)

Because agricultural policy implementation is a major challenge, and often the key assumptions include some policy aspect, one way to sharpen policy analyses interventions is to complement that with good political economy analysis (PEA). PEAs often strengthen the explanatory power and therefore better design of interventions with a higher probability for implementation.

6. INDICATORS FOR PERFORMANCE MANAGEMENT

Table 2 is basically a diagrammatic representation of the CAADP Results Framework. The diagram shows the 3 levels of results. Tables 3, 4 and 5 show the breakdown of the Level 1 to 3 respectively, in terms of proposed indicators at continental level. These indicators are still under development and as the tables indicate, each indicator has a baseline of 2013, then a 5-year target for 2018, and a 10-year target for 2023. Further work and research is needed to establish these 3 figures for each proposed continental level indicator. The process of arriving at these figures is iterative, with countries and regions offering their current targets and indicators, while continent level analyses will also inform figures emanating from countries and regions, ultimately building consensus on continental level targets and indicators. Countries and RECs will concurrently review their targets and indicators in light of emerging continental consensus.



TABLE 2: CAADP 2013-2023 RESULTS FRAMEWORK

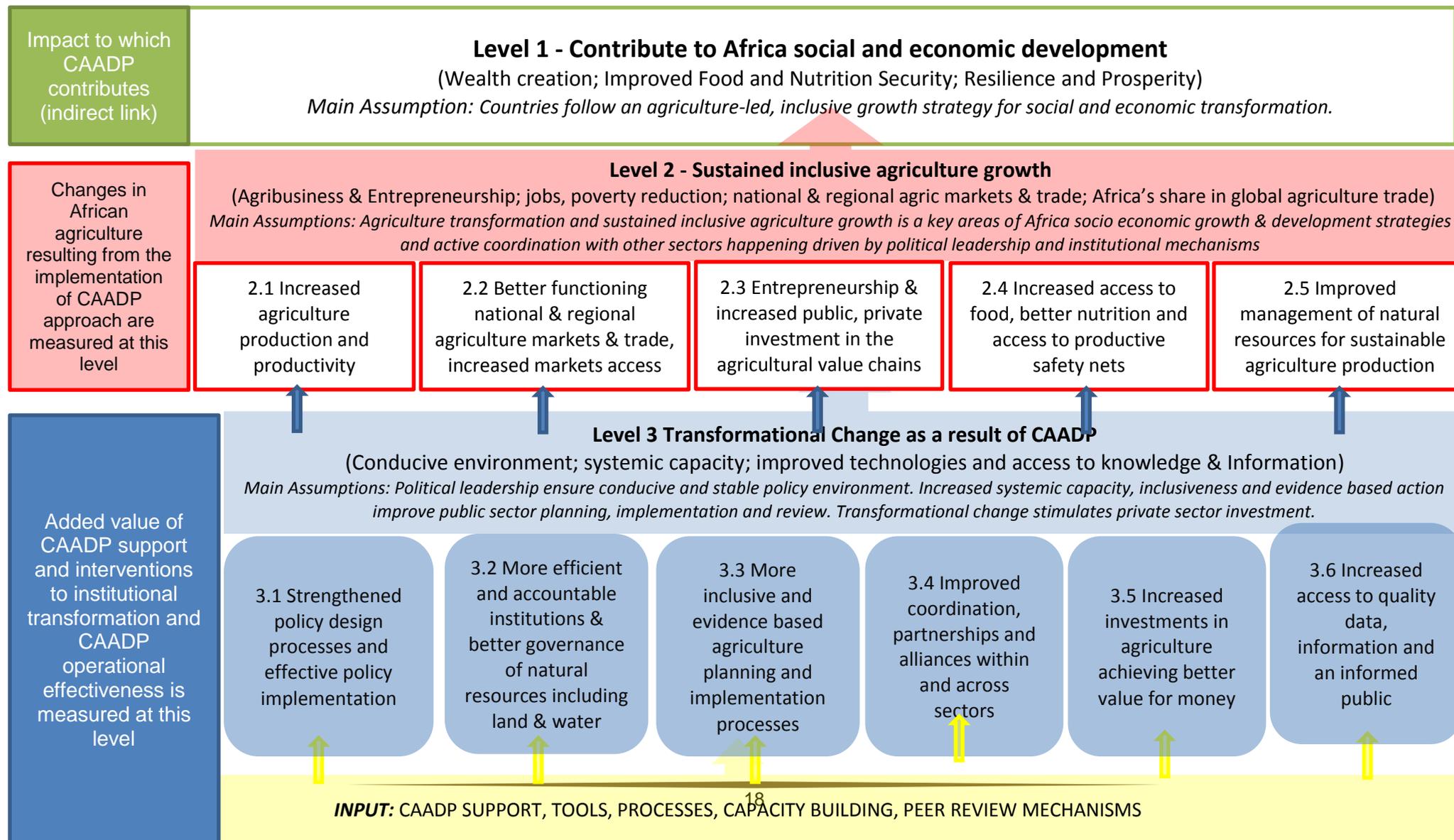


TABLE 3: LEVEL 1 IMPACT INDICATORS

LEVEL 1 – DEVELOPMENT IMPACT - *Contribute to Africa social and economic development*

Result Area	Indicators	Baseline (2013)	Milestone (5yr)	Target (10yr)
1.1 Wealth Creation	GDP per capita			
	GDP growth from Agriculture value added			
	Employment to population rate (men and women)			
	% Poverty head count			
	Poverty gap (daily income)			
1.2 Food and Nutrition Security	Prevalence (%) of stunting among children under five years old			
	% Hunger and malnutrition			
	Food prices relative to incomes			
	Access to dietary diversity			
	Assessed need for food aid			
	% Assessed Food aid need (delivered)			
	% Domestic food gap			
1.3 Resilience to stresses and shocks	Measure of vulnerability to shocks at community level compared to status quo			
	Measure of recovery speed and community level compared to status quo			
	Measure of vulnerability to shocks at national level compared to status quo			
	Measure of recovery speed at national level compared to status quo			



TABLE 4: LEVEL 2 PRODUCTION AND PRODUCTIVITY OUTCOME INDICATORS

LEVEL 2 – OUTCOME–<i>Sustained inclusive agriculture growth</i>				
Result Area	Indicators	Baseline (2013)	Milestone (5yr)	Target (10yr)
2.1 Increased agriculture production and productivity	A food production index by commodity			
	Yields per hectare			
	Returns to labour (output, \$)			
	Level and growth in agricultural per capita GDP			
	Food production index by commodities			
2.2 Better functioning agriculture markets, increased in-country & regional markets & trade	Index measuring functioning input markets			
	Volumes traded in country (selected commodities)			
	Volumes traded cross border (selected commodities and food products, intra-African and global exports) (Intra- and Inter-Regional Trade)			
	Number of men and women with access to agro-processing and marketing infrastructure (agro-processing, storage, feeder roads)			
	Number and size of agricultural infrastructure units developed to facilitate agribusiness and market access			
	Rural roads constructed/rehabilitated			
	Outstanding rural SME/microfinance loan			
2.3 Increased responsible private sector investment along the agriculture value chain	Ease of doing business in agriculture index			
	Measure of agriculture value addition			
	Domestic and international investment in agriculture and agribusiness			
	Private sector investment flows			

Result Area	Indicators	Baseline (2013)	Milestone (5yr)	Target (10yr)
	Number of jobs in agriculture and agribusiness			
	<i>Adherence to responsible investment standards and best practices</i>			
	<i>% Agricultural expenditure catalysing private investment</i>			
	<i>% Food import</i>			
2.4 Increased availability and access to food and nutrition access to productive safety nets	<i>Food insecure population (% of total population) FAO IPC measure?</i>			
	<i>Food price stability</i>			
	<i>National policies and capacity for food safety surveillance; inspection and risk analysis)</i>			
	<i>Number of households with access to productive safety nets</i>			
	<i>% increase in local production of fortified foods including complementary foods and ready-to-use therapeutic products</i>			
	<i>Reduction in numbers of people requiring food aid</i>			
2.5 Improved management of natural resources for sustainable agriculture production	<i>Increase in hectares of land managed under best practice</i>			
	<i>Progress towards implementing AU Framework and Guidelines on land rights policy</i>			
	<i>Progress towards implementing voluntary guidelines on responsible governance of tenure of land, forests and fisheries</i>			
	<i>change in water usage efficiency for agriculture production by men and women and businesses</i>			
	<i>Withdrawal of water for agriculture as a per cent of total water withdrawal</i>			
	<i>% increase in hectares under SLWM annually disaggregated by country, land-use type, and target area</i>			
	<i>Sustainable agricultural land and water use indicators</i>			



TABLE 5: LEVEL 3 SYSTEMIC CAPACITY INDICATORS

LEVEL 3 – OUTPUT – Transformational Change as a result of CAADP: conducive environments; systemic capacity

<i>Result Area</i>	<i>Indicators</i>	<i>Baseline (2013)</i>	<i>Milestone (5yr)</i>	<i>Target (10yr)</i>
3.1 Improved and inclusive policy design and implementation capacity	Number of policies developed on the basis of inclusive problem analysis (involving those affected)			
	Inclusive and transparent assessment of policy implementation and impact (existence of review mechanisms, scorecard?)			
3.2 More efficient / stronger institutions (strategic alignment, capacity, skills, coordination)	Capacity for programme goal-setting, strategy and design			
	Capacity for implementing planned programmes			
	Capacity of leadership to solve problems			
	Capacity for monitoring, evaluation and learning			
	Evidence of investment in strengthening of systems and procedure			
3.3 More inclusive and evidence based agriculture planning and implementation processes	Participation in peer and joint sector review systems			
	Measure of quality of agriculture statistical data available			
	NSA (private sector and civil society) input in planning and review processes			
3.4 Improved coordination, partnerships and alliances within and across sectors	Regular review of implementation of plans and public investment of agriculture (scorecard?)			
	Clarity and predictability of relevant regulatory environment as assessed by private sector (cost of doing business Clear Investment policies, laws and legislation including land governance)			
	Existence of public-private coordination mechanisms			
	Development Partner alignment (scorecard)			

Result Area	Indicators	Baseline (2013)	Milestone (5yr)	Target (10yr)
3.5 Increased public investment in agriculture achieving value for money	% of public expenditure allocated to agriculture sector			
	Private sector finance leveraged per \$ spent			
	Regular, transparent and inclusive assessment of returns to public finance investment in agriculture sector			
3.6 Increased access to quality data, information and an informed public				



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ANNEX 1: CHANGE PATHWAYS FOR LEVEL 3 STRATEGIC INTERVENTIONS

The following explains the 'theory of change' (causal relationships) leading up to the level 3 set of result areas. It provides illustrative examples of change pathways.

1. **Result Area 1: Local (in-country)** Improved and inclusive policy design and implementation capacity:

a. Indicators (illustrative):

- i. Policies are increasingly based on evidence;
- ii. There are identifiable investment incentives resulting from policy formulation;
- iii. Improved alignment of policies affecting agriculture across different Government sectors, agendas and priorities;
- iv. Number and range of interest-specific state and non-state stakeholders informing the design and implementation of specific policies
- v. Critical mass of technicians in state and non-state stakeholder institutions more able to interpret policies and policy instruments and guide/stimulate dialogue for an informed policy audit (re-)design and implementation processes)

b. Interventions/investments/strategies (illustrative examples)

- i. Complete and thorough political economy analysis of agriculture providing evidence and better understanding of the factors and interests influencing policy design and policy implementation
- ii. Organise/strengthen local policy dialogue and engagement platforms that are inclusive of government and NSAs
- iii. Skills development support for technical and management staff in facilitating and guiding policy design and implementation processes (e.g. conducting audit of policies and policy instruments; stimulating and facilitating policy dialogue; identifying and communicating policy problems currently impacting on agriculture)
- iv. Invest in capacity and systems development for data collection, analysis, storage and retrieval systems
- v. Invest in more training and skills development in policy analysis
- vi. Analytical support to Government to examine and respond to implications for effective delivery on the priorities and programmes identified in the national agriculture, food security and nutrition Investment Plans from key national, continental and global factors and trends (e.g. national monetary and fiscal policies; climate change; population trends and migration; trends in global energy-food prices; land, land tenure and property right ; education, science and technology policies, regional trade & regulatory frameworks, etc...)
- vii. Information support and strengthening of capacity to understand policies and policy instruments in national and decentralised as well as regional and continental legislative bodies (i.e. Parliament, PAP, etc...)

- c. Components causing change and forming pathways towards main result
 - i. Capacity building of policy processes (inclusive; linked to evidence and analytical support)
 - ii. Influence and visibility emanating from agricultural policies and regulations
 - iii. Leveraging resources and “energy” from various sources for policy and regulatory work
 - iv. Direct impact achieved in relation to specific policies and regulations
 - v. Different interests converging in supporting a given policy position and associated policy instrument/s
 - vi. Interest and power relations functioning in providing informal (peer-pressure based) check-and-balances to foster accountability in the policy processes
 - vii. Stakeholders learning from own-experiences in policy work
- d. Intermediate results leading to main result
 - i. Strong local policy engagement platforms established and functioning to stimulate and guide informed participation of key interest specific stakeholders and players in given policy processes
 - ii. Improvement in quality and availability of data informing policy processes (design, implementation and related audit and accountability systems)
 - iii. Local capacity for high-quality analysis and research (information/knowledge generation) strengthened (*both political-economy issues and thematic issues, e.g. land*)
 - iv. Capacity and systems for transparent information support to interest groups and general public on given policies issues
 - v. State systems and instruments for inter-governmental policy dialogue and negotiation functioning
- e. Assumptions (illustrative examples)
 - i. Political will exist in Government to mobilise and engage participation of identified stakeholders and interest groups
 - ii. Public is getting informed and keen to engage in policy issues in agriculture, food security and nutrition
 - iii. Sufficient incentives accruing to galvanize action across the different interest groups on design and implementation of agriculture, food security and nutrition related policies and policy instruments
 - iv. Government commitment and leadership on CAADP and agriculture, food security and nutrition agenda

2. Result Area 2: More efficient, stronger institutions to drive implementation of public policies and investment programmes

- a. Indicators:
 - i. Stronger and more effective results oriented leadership;
 - ii. Reliable and accountable public institutions (on agriculture development)
 - iii. Strategic alignment of capacities with investment plans;
 - iv. Capacities and skills to for implementation and problem solving;
 - v. Better coordination for action and execution
 - vi. Predictable programme planning, execution and evaluation processes



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- b. Interventions/investments/strategies
 - i. Analytical work and local capacity to better understand the institutional arrangements (governance arrangements; rules of the game; M&E and accountability systems to foster compliance with the rules) necessary to deliver on the priorities and programmes in the national Investment Plans
 - ii. Invest in capacity development of NSA coalitions and coordination
 - iii. Strengthen monitoring, evaluation and internal accountability systems in state agricultural institutions (i.e. improved evidence- and result-based planning; robust internal monitoring of progress and performance and capacity/systems for self-learning; political will and capacity to engage and collaborate with non-state and other state players, stakeholders and interest groups)
 - iv. Provide opportunities to share and learn from innovative models and lessons that have proven to work in other sectors, countries including other parts of the world.

- c. Components causing change and forming pathways towards main result
 - i. Capacity building activities including information support related interactions
 - ii. Influence and visibility of agricultural sector institutions and structures
 - iii. Leveraging resources from various sources for organizational development, reforms, capacity
 - iv. Interventions with direct impact achieved in relation to intended result of capacity building

- d. Intermediate results leading to main result
 - i. Capacity needs assessments for institutions and leadership completed for sector at national level and capacity development plans developed
 - ii. Enhanced inter-governmental coordination to effectively deliver/provide leadership on investment plans implementation

- e. Assumptions
 - i. Leadership is motivated for institutional transformation
 - ii. Environment conducive to institutional rationalization
 - iii. Opportunities exist for building technical skills

3. More inclusive and evidence based agriculture planning and implementation

- a. Indicators:
 - i. More regular review of sector and investment plans;
 - ii. National agriculture development agenda has widespread buy-in and internalization across key stakeholder and interest group constituencies (state and non-state)
 - iii. Technically quality (fact based; linked to national priorities; sound budget and implementation plan; viable plan including intangible returns, etc...) national investment plans and programmes
 - iv. National CAADP - Agriculture, Food Security and Nutrition Investment Plans and implementation processes internalized and strengthened as Government planning and implementation review process
- b. Interventions/investments/strategies
 - i. Platforms and mechanisms for stakeholder dialogue and consultations in the planning of national agriculture, food security and nutrition programmes identified and strengthened
 - ii. Inventorise and facilitate on-going strengthening and alignment of planning tools and mechanisms in agricultural development related institutions including alignment of the technical planning processes to national budget preparation, disbursement and evaluation
 - iii. Train and build capacity for technical, financial and economic analysis for sector and investment plans
- c. Components causing change and forming pathways (causal relationships) towards main result
 - i. Capacity building (skills, tools and mechanisms) for various public programme planning entities and activities/processes
 - ii. Build influence, visibility, and social/political importance of agricultural plans within national development plans
 - iii. Leveraging resources from various sources planning and implementation of plans
 - iv. Interventions with direct impact on agricultural plans and their implementation
- d. Intermediate results leading to main result
 - i. A system established of annual and midterm plans that reviews and rolls over these plans
 - ii. Capacity to analyse and plan enhanced in government and NSA entities
 - iii. Platform (s) in place to facilitate and coordinate planning and implementation of plans
- e. Assumptions
 - i. Good quality data is increasingly available;
 - ii. Agricultural planning, CAADP planning, well integrated in national planning and budgeting processes
 - iii. Political will and interests support a systematic and evidence-based and inclusive planning processes

4. Improved partnership between private and public sector

- a. Indicators:
 - i. Increase in catalytic public investment stimulating private investment;



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- ii. Clear and predictable/reliable platforms and tools for public-private dialogue, trust building and negotiations strengthened
 - iii. Increase in responsible agricultural investment by PPPs;
- b. Interventions/investments/strategies
- i. Review policy and regulatory environment for PPPs and recommend improvements
 - ii. Policy formulation and regulatory reform to provide incentives for PPPs
 - iii. Invest in value chain analyses of priority commodities/sub-sectors identified in investment plans
 - iv. Support to aligning and strengthening local platforms and mechanisms for public-private dialogue and consultation including capacity to facilitate such dialogue and consultations
 - v. Support to consolidate and strengthen domestic private sector capacity and systems to engage public sector and well as foreign investors (including Investment facilitation platforms; Project Preparation support; etc...)
- c. Components causing change and forming pathways towards main result
- i. Capacity building for formulation and implementation of PPPs
 - ii. Build influence, visibility, and social/political attractiveness of PPPs
 - iii. Public financing strategically directed to leverage increased private sector resources (financing, knowledge and implementation capacity)
 - iv. Risks associated to investing in African agricultural systems and enterprises better understood and modalities and tools to address the risks enhanced
 - v. Strengthened capacity in public institutions for preparation and presentation of viable investment-business cases
 - vi. Interventions with direct impact achieved in relation to establishing PPPs
- d. Intermediate results leading to main result
- i. PPP platforms established
 - ii. Improved sharing of information between public and private sector
 - iii. Better policies and incentives for PPPs in agriculture
- e. Assumptions
- i. Overall macro-economic policy environment conducive to PPPs
 - ii. Availability of quality domestic capital and FDI for PPPs
 - iii. Political interests and Government policy recognise and are supportive to agriculture as a source for national wealth

5. Increased public investment in agriculture achieving better value for money

- a. Indicators:
 - i. Progress towards the 10+% public budget investments in agriculture (including that these investments are directed at strategic options for optimal, sustainable and inclusive agricultural growth and development)
 - ii. Strategic public investments facilitating greater private investments into agriculture
 - iii. Agriculture sector growing at least 6% annually
 - iv. Increased, predictable and coherent public sector capacity and modalities to engage and negotiate Foreign Direct Investments and Development Assistance
- b. Interventions/investments/strategies
 - i. Support to strengthen and empower ministries of agriculture to link and align and link engage and related sectors in engaging the national budget process towards 10+%
 - ii. Mobilise ODA budget support for agriculture
- c. Components causing change and forming pathways towards main result
 - i. Capacity building for engaging national budget processes
 - ii. Build influence and visibility of agriculture in national development
 - iii. Leveraging resources from various sources for agriculture
 - iv. Interventions with direct impact on public financing of agriculture
- d. Intermediate results leading to main result
 - i. Target priority public investments identified in line with agriculture
 - ii. Better investment analysis completed demonstrating returns to public investment
- e. Assumptions
 - i. Macroeconomic policy environment conducive to increased public investment
 - ii. Non-state Actors and ministries of agriculture acquire lobbying skills

6. The knowledge, innovation and learning system and processes effectively informing and supporting farmers, producers and entrepreneurs.

- a. Indicators:
 - i. Farmers, producers, and business stakeholders, including farmer and commodity associations strengthen analytical skills, improve relevance and quality of policies, decision making, programmes and competitive edge
 - ii. Farmers, producers and entrepreneurs confirm that educational, training, and technology generating entities effectively providing solutions.
 - iii. More ICT products in use by rural economy stakeholders



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- b. Interventions
 - i. Knowledge and learning support platforms at national and regional levels
 - ii. Reforms and capacity building in educational, training, extension and research institutions
 - iii. Targeted training, education and research programs
 - iv. Increased investment into agricultural research , education and/or extension
- c. Components causing change and forming pathways towards main result
 - i. Capacity building for knowledge sharing by stakeholders
 - ii. Build influence and visibility of science and development as a driver of change
 - iii. Leveraging resources from various sources for agricultural research, education, extension and training
 - iv. Interventions with direct impact on knowledge and innovation systems
- d. Intermediate results leading to main result
 - i. Knowledge and learning support for public Learning and knowledge networks, expert pools, linking available information and implementation needs
 - ii. Science agenda for agriculture in Africa formulated
- e. Assumptions
 - i. Agriculture innovation systems ready or in the process of undergoing necessary transformation to be more client oriented and relevant
 - ii. Public and private sector investment into knowledge, learning and innovation increasing