

# **PARTNERSHIP for CAADP Implementation support**

**A Framework Agreement for CAADP Partners**

**\*\*Draft for Final\*\***

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## Section I: Introduction and rationale: the CAADP vision and goal

1. The Comprehensive African Agricultural Development Programme (CAADP) is Africa's vision and policy framework to improve the performance and contribution of agriculture to the economic and social objectives of African people, responding to challenges of poverty and hunger. CAADP was endorsed by the 2<sup>nd</sup> Ordinary Session of the Assembly of the African Union Heads of State and Government held from 10-12 July, 2003, Maputo, Mozambique.
2. After 10 years of CAADP implementation, a growing number of countries and Regional Economic Communities (RECs) have embraced CAADP as policy framework and using it to guide planning, formulation and design of investment plans as well as rallying inclusive and evidence-based dialogue and collaboration. CAADP is providing inclusive fora and processes serving in building shared vision as well as forging collective responsibility and peer-driven accountability.
3. While appreciating this essentially systemic and slowly evolving change and improvements in systems and capacity, one issue on the minds of many involved in CAADP is the urgency to see that CAADP and indeed African agriculture is demonstrating results and impact especially on issues that matter to the public – i.e. job creation and incomes, poverty alleviation, food security and nutrition.
4. The growing focus on results and impact has brought to the fore, two main categories of issues, namely (a) implementation capacity and ability to deliver results also paying attention to effectiveness and efficiency in execution; and (b) enabling environment, especially in terms of policies, legislation and regulatory frameworks necessary to catalyse accelerated implementation and delivery. One issue central to both these points is partnerships, alliances and coalitions – a key principle of the NEPAD vision.
5. CAADP implementation has from the very beginning cherished partnership including the quality of the partnership as key feature for the success of CAADP implementation. As Africa look forward in terms of building on the achievements and embracing the lessons from the last ten years of CAADP implementation, focus on the streamlined and effectiveness partnerships is highlighted.
6. The CAADP partnership can be defined along two main interrelated components, namely:
  - i. *Partnerships and alliances to implement CAADP*. This component targets the importance of implementing agriculture development programmes at the country and regional levels. It involves essential country level players and stakeholders, including civil society and the private sector, who are responsible for taking actions to fulfil their respective commitments.
  - ii. *Partnerships and alliances for CAADP implementation support*. This component captures the relationships and collaborations bringing together different institutional mandates, responsibilities and functions, and providing support to countries and Regional Economic Communities (RECs). In terms of organizations, particular focus is on the mandates and responsibilities of the AUC, the NEPAD Agency, the RECs, numerous continental and international organizations, and development partners. Strengthening partnerships, collaboration and alliances at the implementation level will remain an integral element in CAADP's transformation objectives.
7. The CAADP Partnership Agreement is about partnerships and collaboration on CAADP implementation support

8. Based on lessons and experiences in CAADP implementation during the first decade of its existence, Africa's vision for agriculture is reaffirmed within the current thrust towards sustaining the CAADP momentum on the following key areas:

**Contribute to Africa social and economic development**

- Wealth creation (agricultural contribution to national GDP)
- Job creation, Prosperity and Resilience
- Improved Food and Nutrition Security

**Agriculture transformation and improved performance**

- Increased agriculture production and productivity
- Better functioning national & regional agriculture markets & trade, increased markets access
- Entrepreneurship & increased public, private investment in the agricultural value chains
- Increased access to food, better nutrition and access to productive safety nets
- Improved management of natural resources for sustainable agriculture production

9. The value added of the CAADP partnership, will be measured by the efficiency and effectiveness, coherence, synergies and complementarities in the execution of programmes supporting CAADP implementation in general and specifically to ensure delivery on the set goals and targets in the Sustaining CAADP Momentum Results Framework along the results areas given in point 8 above

10. To deliver on the CAADP implementation support goals involves numerous players, institutions, sectors, disciplines across and within national, regional and continental levels as well as liaison and collaborations with international partners. This brings together different mandates and interests interacting along a common purpose – that systems and capacity to implement CAADP in championing agriculture transformation are strengthened. It is in this context that the specific purpose of this framework agreement is to provide a set of principles and values to guide relationships and alliances which through synergies, complementarities and subsidiarity enables more effective and efficient as well as expanded capacity in delivering on CAADP implementation support goals. Within the priorities, goals and targets of the Sustaining CAADP implementation thrust, the Framework Agreement provides the specific parameters and indicators to help review and assess performance individually and collectively in up-holding to partnership principles, values and commitments.

## **Section II: Purpose of the framework agreement**

11. The purpose of this Partnership framework document is to set in place commonly agreed set of principles, tools and operational factors to guide to the functioning, management and evaluation of the Partnership arrangements to support effective and efficient CAADP implementation.

12. This Partnership Framework is developed upholding the principles, values and goals articulated in the NEPAD agenda, at Africa level, and the Paris Declaration and subsequent related documents including the Accra Action Plan and the Busan Partnership for Effective Development Co-operation, at global level.

13. The Partnership Framework Agreement is an integral part of the guidelines for the CAADP Implementation processes at both national and regional levels. The Framework will help the partners with mandate, interests and functions related to CAADP implementation support to play their role in a manner that reflects the underlining principles of CAADP implementation including local ownership and responsibility, transparency and accountability and empowerment of systemic capacity and systems.

14. The framework agreement will help catalyse and harness expertise, capacity, alignment and harmonisation as well as the effectiveness and efficiency which is critically desired for CAADP to succeed in leaping African agriculture performance to another level along the specific priorities, goals and targets as set in the Sustaining CAADP Momentum Results Framework. The Results Framework provides the core purpose for the partnership and lays the foundation for cooperation among CAADP stakeholders for the next decade (2014-2023). The framework agreement provides guidelines and standards to help to:

- Continually review and clarify common purpose, shared goals, objectives and targets of the partnerships and alliances for CAADP implementation support
- Review and negotiate task and/or issue specific partnerships and alliances within the collaboration to support CAADP implementation
- Review and agree on roles, responsibilities and expectations in a partnership;

### Section III: The CAADP Partnership Architecture: Key Principles, values and standards

15. The CAADP Partnership is an informal alliance driven by unit of purpose and shared responsibility along the vision of CAADP to transform African agriculture and bring agriculture to bear on the continent's economic growth and inclusive development

16. Partnership is not a structure; it is a relationship of confidence, trust and sincerity where delegation and subsidiarity, synergies and complementarities are the rule. Responsibilities are specific and partnership initiatives cannot lead to a loss of legitimacy by encroaching upon mandates.

17. The CAADP Partnership is driven by the shared urge to support enhanced and accelerated CAADP implementation especially with regard to delivering results to ensure that the legitimate expectations of member states are met while providing a clearer perspective and the overall role of agriculture in the economic transformation of the continent. In this regard, cooperation among partners, investors, entrepreneurs, civil society, knowledge institutions and many others is a political and technical imperative.

18. It is important to understand the CAADP partnership as not a relationship between African constituencies, on one side and donors, on the other. It is a partnership aimed at building mutual relationships between and across different players and interest groups from decision makers, planner through knowledge institutions, and entrepreneurs to practitioners; from state to non-state institutions engaging along the common purpose to stimulate, catalyse and support agricultural transformation and agriculture-led development.

19. The CAADP Partnership agreement is based on and guided by the following principles:

- That Africa's own priorities and agenda is clearly the key purpose for the partnership

- Trust and Respect for one another including recognition of each other value addition to the partnership
- Clarity in common purpose and the mutual responsibilities of the various players in the partnership including the modalities to practically realise synergies and complementarities as well as subsidiarity and delegation
- Has the primary focus to support strengthening of capacity in African institutions, including the African Union Commission, the NEPAD Agency and Regional Economic Communities in line with their mandates and responsibilities in championing support to CAADP implementation
- African ownership and leadership
- Transparency, Mutual Accountability and Peer Review
- Inclusiveness; Non-exclusivity

## Partnership Objectives and Commitments

20. In general Partnerships emerge for many different reasons including: (1) increasing opportunities to learn and adopt new skills, (2) securing access to resources, (3) sharing risks and costs, (4) gaining input from more or different members of the community, and (5) enhancing the ability to respond rapidly to the changing needs of the community.

21. The CAADP Partnership has the following strategic objectives:

- Facilitate broad-based and inclusive dialogue, consultations and networking on CAADP thereby strengthening unit of purpose, consolidation common positions and improving coordination among old and new players and partners supporting CAADP implementation
- Facilitate and rally extra and specialised capacity and expertise as well as resources into the overall capacity available to support CAADP implementation
- Facilitate platforms for sharing and learning among cross section of players and constituencies involved in supporting CAADP implementation
- Facilitate and support compliance to agreed commitments and actions based on trust and commitment to the “greater good”
- Facilitate and support adherence to the international principles, goals and standards for development effectiveness including fostering donor alignment, improved coordination of development assistance all in line with Africa’s agricultural development priorities and goals as defined in the Sustaining CAADP Momentum Results Framework
- Help to mobilise expertise (knowledge, information and analytical capacity) and resources for rapid and effective response to emerging issues (challenges and opportunities) including emergencies
- Facilitate and encourage upstream thinking and action on broader issues that affect African agriculture

22. Through the above objectives, the CAADP Implementation Support partnership will be able to deliver desired SUPPORT in most effective, efficient and appropriate manner. Within the context of the Level 3 of the Sustaining CAADP Momentum Results Framework, the “SUPPORT” can be categorised under the following result areas:

- i. Knowledge, information and analytical skills: The partnership is expected to
  - ii. Motivate and facilitate training including skills development in both technical and management aspects
  - iii. Mobilisation of resources – financial and technical, e.g. through brokering financing partnerships; rally and aligning development partner support (technology, training, financing, etc...)
  - iv. Facilitate peer exchange and learning among the CAADP implementation practitioners,
23. The partnership will enhance and consolidate the support to CAADP implementation into an effective and efficient demand driven service provider of “public goods” drawing increasingly upon African institutions and African expertise in support of accelerating growth in the agriculture sector.

**Sustaining CAADP momentum Results Framework: Level 3 Result Areas:**

**Transformational Change as a result of CAADP** (i.e. Added value of CAADP support and interventions to institutional transformation and CAADP operational effectiveness)

1. Strengthened policy design processes and effective policy implementation
2. More efficient and accountable institutions & better governance of natural resources including land and water
3. More inclusive and evidence based agriculture planning and implementation processes
4. Improved coordination, partnerships and alliances within and across sectors
5. Increased investments in agriculture achieving better value for money

24. An effective demand-driven partnership arrangement supporting CAADP implementation will be key in ensuring that:

- The CAADP implementation processes (national and regional level) become an iterative and seamless cycle of policy dialogue and investment programme design, with country-specific resource mobilisation strategies and strong technical support in detailed investment programme and project design in close collaboration with identified DPs, leading to the financing of a sector-wide approach (SWAp) or to projects under the umbrella of a programme-based approach (PBA)
- Country level ownership of CAADP is greatly enhanced by a more effective Focal Team mechanism, local technical and political leadership and tailoring implementation to the capacities and needs of individual countries

25. In terms of formal partner-to-partner collaborations and joint programmes, the concern partners will endeavour to formalise such partnerships in whether non-legal instruments such as Letter of Agreement, MoU to legal arrangement through, e.g. financing agreements

## Section IV: Partnership Instruments and Platforms

26. The CAADP Partnership instruments are non-rigid tools that evolve specific to the purpose and task at hand. The following are identified, serving within and across levels and constituencies:

### **Continental Level Partnership Instruments and Platforms:**

27. **The CAADP Partnership Platform.** This is an open continental level forum convened annually by the African Union Commission and the NEPAD agency. Its primary purpose is to facilitate dialogue, consultation, sharing and learning with regard to issues, priorities, goals and strategies in implementation of CAADP and agriculture programmes. The platform galvanises inclusive dialogue questioning and learning from the players and stakeholders' own experiences. The dialogue and consultations are important in establishing demand based national, regional and continental priorities and understand specifics in terms of desired CAADP value addition. The CAADP Partnership Platform is open to all interest parties and normally attended by both state and non-state players and stakeholders from all levels as well international donor and multilaterals organisations. Specifically, the CAADP PP will act as a platform for:

- Facilitating a constructive dialogue and exchange among senior level representatives of African governments, development partners, the business sector, farmers' organisations, and civil society organisations (including professional associations) on CAADP implementation, as well as on the broader strategic issues facing the agricultural sector in Africa;
- Reviewing lessons and good practices regarding the use of CAADP to support the identification, design, and implementation of national and regional policies and programmes and to explore ways of securing the widest possible buy-in for CAADP;
- Informing development partner actions, options and commitments that are undertaken to support priority CAADP efforts and investments;
- Taking stock of the types of assistance provided and CAADP accomplishments achieved through the MDTF and related support mechanisms;
- Identifying, when necessary, relevant activities, targets and indicators that a CAADP actor needs to take forward and report on in the ensuing PP meeting; and
- Jointly reviewing targets and priorities for support by Africa knowledge, information and skills hubs and networks and follow up actions taken to foster the mainstreaming of cross-cutting issues, such as climate change/environmental sustainability, gender and HIV/AIDS, with a view to assessing progress on a bi-annual basis.

28. **The CAADP Partnership Business Meeting.** The added value of the CAADP Partnership Business meeting is to act as the business arm of the CAADP Partnership Platform. The CAADP Partnership Business Meeting is not a workshop, but a platform to review progress and take concrete decisions on the actions of the partnership. The specific functions will be:

- Review and endorse annual targets and priorities for actions by members of the partnership that facilitate coordination of assistance, with a view to avoiding duplication and creating synergies through the available financing modalities such as MDTF and other bilateral CAADP support instruments;
- Advising on concrete actions and priorities, including capacity building measures, that can, and need to, be taken as part of the implementation of CAADP;



- Facilitate alignment and harmonization of work programmes across the concerned institutions and along the continent's priority issues and targets, as well as building and ensuring consistence with the CAADP vision, principles and values;
- Facilitate coordination of work programmes for purposes of ensuring the desired synergies and complementarities (and avoid parallel, or contradictory actions and processes);
- Facilitate review progress and facilitate peer support and pressure for enhanced implementation and delivery of results; and
- Facilitate strengthening results-based and accountable management in the execution of programmes meant to support CAADP implementation.

29. **The Pan-African Farmers Organisation (PAFO) Conference / Continental CAADP Africa Forum:** convened under the auspices of PAFO and attended by regional and national level farmers and farmer organisations; state and business representatives

30. **The CAADP Development Partners Task Team:** Informal platform facilitating information and knowledge exchange, joint planning to align and harmonise support activities and programmes and improve coordination and coherence among the development partner community at continental-HQ level.

### **Regional level Instruments**

31. **Technical and Council of Ministers Meetings:** The Regional Economic Communities (RECs) are the primary institutions leading support to CAADP implementation. Within the context of the RECs' policy and technical platforms and instruments and coordination systems the following will be strengthened and aligned to serve the objectives and purpose of enhancing partnerships and collaboration on CAADP support at regional level:

- All the RECs convene these Meeting once or twice a year. These Meeting are part of the apex in decision making on regional development policies, priorities and strategies.
- The Reports presented by the Regional CAADP Teams in these Meetings will in terms of content and form be aligned to catalyse review and fostering of CAADP implementation support partnerships and alliances. This will be mostly among public institutions which are the core players involved in these Meetings

32. **The Regional CAADP Africa Forum:**

33. **Regional Agriculture, Food Security and Nutrition Development Partners Group:**

### **National Level Partnership Instruments and Platforms**

34. **The Country CAADP Teams:**

35. **The Agriculture, Food Security and Nutrition Donor Working Group (Donor Coordination Group):** which in some countries facilitate collaboration and partnership engagement among state, non-state (including private sector and civil society) and development partners.

- Facilitate leveraging of resources to CAADP partnership and implementation support activities.

- Improve coordination, coherence and promote shared approaches.
- Engage in policy dialogue with the AUC, NPCA and RECs (and other relevant institutions)
- Improving development aid effectiveness in support of CAADP<sup>1</sup> (based on agreed donor principles, such as the Busan Partnership for Effective Development Co-operation).
- A DPG subgroup will be established containing only donors providing funding support.

### **Thematic Partnership Instruments and Platforms**

36. **The CAADP Joint Action Groups.** The added value of the Joint Action Groups (JAGs) is to strengthen dialogue and ensure coordinated support among partners involved in, or mandated to, supporting specific CAADP thematic areas or issues with the aim to enhance synergies, avoid duplication of efforts and to leverage additional capacity to enhance and strengthen the ability for effective, efficient and informed implementation of CAADP programs and activities aimed at supporting member states and RECs to strengthen CAADP implementation.

Specifically, the JAGs will:

- Coordinate the implementation of thematic priorities of CAADP;
- Act as a common platform for thematic-based actions to mobilize, rally, and coordinate partnership arrangements in support of African Union organisations to implement agreed thematic issues in supporting CAADP implementation;
- Help to ensure that synergies and comparative advantages of the various stakeholders on every thematic area (essential in CAADP implementation) are properly coordinated and delivered on to achieve common results and goals;
- Provide a common platform for thematic-based monitoring, evaluation and ensuring accountability to agree upon actions and commitments; and
- Report progress to the CAADP PP and CAADP Partnership Business Meeting.

37. An overall concept or working paper for the establishment and support for JAGs has been developed (AUC-NPCA Joint Action Group Concept Note, June 2013). The concept lists, among others, a number of JAGs that have been established informally and are being implemented, those being established, those under conceptualization. One desired output of the next CAADP Business Meeting is approval of the concept and approach for the JAGs moving forward. The informal concept partners developed provided modalities for JAG operations that could be considered a foundation.

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<sup>1</sup>“Guidelines for Donor Support to CAADP Process at a Country-Level: steps donors agree to follow to harmonise support for country-led ARD in Africa”, GDPRD, October 2009: [http://www.scribd.com/document\\_downloads/112590844?extension=pdf&from=embed&source=embed](http://www.scribd.com/document_downloads/112590844?extension=pdf&from=embed&source=embed)

## Section V: Commitment of the CAADP Partners

38. Participants in this partnership agreement recognize the need to have a common understanding of the agenda to advance the CAADP vision and goals that is led by African organizations, governments and the peoples of Africa. The partners further recognize that there are different responsibilities for delivering on the objectives of the CAADP agenda, and that a regular transparent review of commitments and progress are essential for the success of this partnership.

39. In general, the members of this partnership agree to have a key role to play in shaping the CAADP implementation, in taking actions and delivering services, in facilitating coordination, and in jointly providing the resources to advance the CAADP agenda.

40. While each partner agrees that they prefer to work with the other partners in fields of work where mutual cooperation is possible and desirable, it is nevertheless, understood by partners that this agreement is non-exclusive and will not in any way hinder the liberty of either party to work with any other person or organisation if such party decides to do so.

41. The partners shall remain at all time, independent entities and function solely as partners. Nothing herein contained and no course of dealing between the partners shall create a legal partnership or engage on a permanent basis.

42. A key responsibility of the members of this partnership will be to, on a voluntary basis, participate in the various working groups, steering groups, and other groups, when needed and with authority, to provide representation in the CAADP deliberative and decision processes toward implementation. Membership in the partnership will be open, and on a voluntary basis, but the participation in key decision bodies and leadership roles will be limited to those partners that are making meaningful commitments due to responsibilities they endorse or material involvement including financial, staff and/or political capital to contribute to the partnership structures, objectives and products.

43. There are key agencies or groups that are major building blocks of the partnership and are instrumental in securing commitments. Their partnership roles and responsibilities include the following:

(i) **African Union Commission Department of Rural Economy and Agriculture (AUC-DREA) and its affiliated or subsidiary agencies.**

- Pursue the implementation of CAADP related Heads of State and Government Decisions and support the agenda at continental, RECs, country level and international level and as such promotes African interests within partnership structures.
- Prepare and present Partnership outcomes for decision making and report, follow up on commitments for their implementation.
- Chair the CAADP Partnership Platform and Business Meeting.
- Mobilise resources for implementation of Partnership structures.

(ii) **NEPAD Planning and Coordination Agency (NEPAD Agency).**

- Leads and coordinates the implementation of CAADP support to RECs and countries and as such coordinates the prioritization of needs from RECs and countries and voice it within partnership structures.
- Convene the CAADP Partnership Platform and CAADP Partnership Business Meeting.
- Provide secretariat functions for the CAADP PP and CAADP business meetings

- Coordinate the dissemination and implementation of partnership commitments to relevant actors, structures and institutions.

(iii) **Regional Economic Communities (RECs)**

- Act as interlocutor between continental organisations and countries in the implementation of the partnership activities.
- Coordinate external support for partnerships at the country level.
- Coordinate the implementation of Partnership activities in respective RECs.
- A key role of the RECs in supporting CAADP implementation is in assisting countries in putting in place the strategies, compacts, investment plans and mutual accountability systems.

## Section VI: Monitoring and nurturing of the CAADP Implementation Support Partnership

44. It is important to first underline that with regard to adherence and implementation of the Partnership commitments is self-organising.

45. However, the CAADP Partnership Platform Business Meeting will play a central role in galvanising, stimulating and support adherence to the CAADP Implementation support principles, goals and standards.

46. In this regard the CAADP Partnership Platform Business Meeting will provide concise checklist which partners at any level of form can use to build, self-monitor and assess their adherence to the principles, goals and standard specific to CAADP implementation support (i.e. within the context of enhanced delivery on the goals, objectives and targets in the Level 3 of the Sustaining CAADP Momentum Results Framework)

47. The checklist (score card) will:

- Map out the existing architecture of the partnerships involved in “CAADP implementation Support”, i.e. involved institutions, platforms, networks, committees, etc... and the relationships to each other including the decision making flow
- Provide parameters and standards to review existing partnerships and alliances on CAADP implementation support with regard to strengths and weaknesses including helping to identify or understand the factors – incentives, disincentives, blockages, opportunities, etc... - in fostering partnerships and alliances among the various institutions, initiatives and networks working to support CAADP implementation
- Define parameters and standards to guide self-evaluation and performance assessment

48. The matrix below provides some guiding questions and possible factors to take in account when developing and/or refining the checklist which will also serve the purpose of an accountability scorecard

## Checklist for Monitoring the CAADP partnership

<b>A. Relevance – this will assess the appropriateness of the partnership’s objectives in realizing CAADP’s goal and the quality of the design through which these objectives are to be reached.</b>	
<b>1. Present level of relevance of the partnership</b>	
1.1	Are the partnership’s goal and objectives consistent with and supportive of MS policies; AU strategy; aid effectiveness commitments?
1.2	Does the partnership respond to the needs of CAADP?
1.3	Is the partnership design appropriate?
<b>2. As presently designed, is the intervention logic (results chain) holding true?</b>	
2.1	Is there a clear and well-structured logframe?
2.2	Does it clearly show how activities will achieve results and impact? If not, why not?
2.3	Are the indicators SMART?
2.4	Is the partnership outcome achievable through the planned outputs and within the timeframe of the partnership?
2.5	Are the risks and assumptions clearly identified and managed? Are they holding true? Is a risk management strategy in place?
2.6	Is there an exit strategy in place?
<b>3. Is the current partnership design and composition sufficiently supported by all stakeholders?</b>	
3.1	Is the partnership design largely authored and owned by key stakeholders?
3.2	Are coordination, management and financing arrangements clearly defined and do they support institutional strengthening?
3.3	To what extent are the partnership’s members aware of their current and future responsibilities?
3.4	Is the timeframe and range of activities realistic with regard to the partnership’s members capacities?
<b>B. Efficiency – is a function of good management. In assessing efficiency, we will examine how well the inputs and activities were converted into results/outputs. The activities will be treated as a means to an end; not the achievement of the desired change. We will examine how and why things have happened and the efficiency in time and resources. It will answer the question; are we doing things right?</b>	
<b>1. Were inputs availed and managed?</b>	
1.1	To what extent were inputs (human, financial and material) provided/available on time to implement partnership activities from all parties involved? How did the delay of inputs affect the partnership?
1.2	To what extent were inputs provided/available at planned or lower than planned cost from all parties involved?
1.3	What measures have been taken during planning and implementation to ensure that resources are efficiently utilized?
	* adapted from EU ROM framework and do they facilitate the implementation of the partnership’s activities?
<b>2. How well is the implementation of the partnership’s activities managed?</b>	
2.1	Is the logframe or similar tool used as a management tool? If not, why not? To what extent are partnership plans and reports based on the

intervention logic?
2.2 To what extent are partnership activities implemented as scheduled? If there are delays, are they significant? How have they affected the delivery of outputs? How can they be rectified?
2.3 Are funds committed and spent in line with the implementation timeframe?
<b>3. How well are outputs achieved?</b>
3.1 To what extent are the inputs and outputs equally distributed between different target groups?
3.2 Are the outputs likely to contribute to the intended outcome?
3.3 Are they accurately reflected in the targets and indicators?
3.4 What is the quality of the outputs to date?
<b>4. Collaboration and involvement.</b>
4.1 How well are the inter-institutional structures enabling all members in the partnership to fully and regularly participate in the partnership?
4.2 Have all members provided their financial, human and material contributions?
4.3 Are all partners satisfied by the communication and cooperation within the partnership?
4.4 How has the partnership utilized existing local capacities of the beneficiaries to achieve its outcome?
<b>C. Effectiveness – is a function of good design. In assessing effectiveness, we will examine the effect of the partnership’s activities on target groups such as change in knowledge, behavior, skills, access to services, policies and environmental conditions. The change expected will be incremental and cumulative rather than singular and dramatic. It will answer the question; are we doing the right things?</b>
<b>1. How well is the partnership achieving its planned results?</b>
1.1 What progress has been made towards achievement of expected results?
1.2 What results have been achieved to date?
1.3 What are the enablers for the achievement and disablers for non-achievement of results?
1.4 Are the target groups able to access the partnership outputs?
1.5 To what extent have the target groups been satisfied with the results?
<b>2. As presently implemented, what is the likelihood of the partnership outcome to be achieved?</b>
2.1 Are the partnership objectives addressing the needs of the target groups?
2.2 To what extent is the partnership able to adapt to changing conditions in order to ensure continuity of benefits to the target groups?
2.3 Have any unplanned negative effects on target groups occurred, or are likely to occur?
2.4 What appropriate measures has the partnership taken to mitigate against the unplanned negative effect?
2.5 To what extent are unplanned positive effects contributing to results or services provided by the partnership?
2.6 What results is the partnership advancing towards MDGs?
<b>D. Impacts are the long term changes which the partnership will contribute to. The intended impact of the partnership is not a linear, cause and effect</b>

state but rather a test of the partnership's relevance on the continent. – we will assess the partnership's likely contribution to the goal. However, this will not be the yardstick against which the partnership's performance will be measured because the partnership is not solely accountable for realizing the impact. Therefore we will track progress towards long-term cumulative effects of the efforts of the partnership over time

<b>1. What are the direct impact prospects of the partnership at goal level?</b>
1.1 What if any impacts are already apparent?
1.2 What impacts are likely?
1.3 What external factors are likely to jeopardize the partnership's impact?
<b>2. To what extent does the partnership have on any indirect positive or negative impact? (environmental, social, cultural, gender, economic)</b>
2.1 What is the likelihood that the benefits from the partnership will be maintained beyond the lifetime of the partnership?
2.2 Do the national and continental institutions demonstrate leadership commitment and technical capacity to continue the partnership's work?
2.3 What and how have operational capacities (technology; finance; human resources) of national and continental institutions been strengthened?
2.4 What adaptive or management capacities (knowledge, project and process management; networking and linkages) of national and continental institutions been supported?

## ARCHITECTURE OF CAADP IMPLEMENTATION

Structure	Roles and Responsibilities	Platforms	Outputs
<b>AU Assembly of Heads of State and Government</b>	<ul style="list-style-type: none"> <li>Endorsed the CAADP framework</li> <li>Review progress on CAADP implementation by member states and RECs</li> </ul>	<ul style="list-style-type: none"> <li>AU summit</li> </ul>	<ul style="list-style-type: none"> <li>CAADP framework</li> <li>Policy decisions on CAADP (targets, commitments etc)</li> </ul>
<b>African Union Commission</b>	<ul style="list-style-type: none"> <li>Develop policy guidelines</li> <li>Report overall progress on CAADP implementation</li> </ul>		<ul style="list-style-type: none"> <li>Policy guidelines on CAADP implementation</li> <li>Overall progress reports</li> </ul>
<b>NEPAD Agency</b> In collaboration with: <b>Global &amp; continental-level partners:</b> <ul style="list-style-type: none"> <li>- Development partners</li> <li>- Development Initiatives such as Grow Africa, GAFSP, MFW4A, MDTF</li> <li>- Specialised institutions – including ReSAKSS-AW</li> <li>- Continental-level CSOs</li> </ul>	<ul style="list-style-type: none"> <li>Develop implementation frameworks</li> <li>Develop implementation guidelines</li> <li>Develop tracking and reporting tools</li> <li>Broker partnerships and resources</li> <li>Promote knowledge generation, peer learning and support</li> <li>Organize expert support</li> <li>Facilitate planning, review and reporting</li> </ul>	<ul style="list-style-type: none"> <li>CAADP Partnership Platform (PP)</li> <li>CAADP PP Business Meeting</li> <li>AUC-NPCA-REC Review and Planning Meetings</li> </ul>	<ul style="list-style-type: none"> <li>Thematic implementation frameworks and strategies e.g. the Africa Agribusiness Strategy</li> <li>Implementation guidelines</li> <li>Monitoring and accountability frameworks and tools – such as the CAADP Mutual Accountability Framework</li> <li>Continental-level progress reports on CAADP implementation</li> <li>Expert pools</li> <li>Defined modalities for member states and RECs to access resources</li> </ul>
<b>Regional Economic Communities</b> In collaboration with: <ul style="list-style-type: none"> <li>- Specialised institutions</li> <li>- Regional-level CSOs</li> </ul>	<ul style="list-style-type: none"> <li>Develop regional compacts</li> <li>Develop regional investment plans</li> <li>Deploy expert support to member states</li> <li>Plan, review, monitor and report progress on CAADP implementation among member states</li> </ul>	<ul style="list-style-type: none"> <li>Regional planning and review for a with constituent member states</li> <li>AUC-NPCA-REC joint review and planning sessions</li> </ul>	<ul style="list-style-type: none"> <li>Regional CAADP Compact</li> <li>Regional CAADP investment plan</li> <li>Regional-level investment priorities</li> <li>Profiles of required support by member states</li> <li>Regional progress reports</li> </ul>
<b>Member states</b> In collaboration with: <ul style="list-style-type: none"> <li>-In-country DPs</li> <li>- CSOs and private sector (NSAs)</li> </ul>	<ul style="list-style-type: none"> <li>Develop national compacts</li> <li>Develop national investment plan</li> <li>Establish / strengthen mechanisms for implementation, tracking &amp; assessing, learning, mutual accountability, re-planning</li> <li>Prepare national-level progress reports</li> </ul>	<ul style="list-style-type: none"> <li>Agriculture sector review fora</li> <li>CAADP compact signing event</li> <li>Country-level CAADP Business Meeting</li> </ul>	<ul style="list-style-type: none"> <li>National CAADP Compact</li> <li>National Investment Plan</li> <li>Investment programmes / projects</li> <li>National-level progress reports</li> </ul>



