

SUSTAINING CAADP MOMENTUM

CAADP Implementation Support Guidelines

Outline for the Revision and development of CAADP Implementation Support Guidelines

April 2014

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CAADP Implementation Support Guidelines

Outline for the Revision and development of CAADP Implementation Support Guidelines

1. INTRODUCTION

This is an Outline to guide the revision and development of the Country and Regional CAADP Implementation Support Guidelines. The Outline has been developed following an experts and stakeholder workshop held in April 2014 in Magaliesburg, South Africa (Annex 1).

As starting point, the workshop critically reviewed use of the existing Guidelines to glean key insights, lessons including challenges and limitations, on one side, and strengths, on the other hand. In this regard, it was also expected that the revision and development of new CAADP Guidelines will adapt and embrace new and emerging trends and contexts, including gains as well as new challenges in the light of the specific goals and targets as articulated in the CAADP Results framework. The workshop was designed to develop a plan for a technically and politically acceptable process to review, adapt and as necessary develop new Guidelines in aspects where previously none existed. Specifically, the Workshop looked at appropriate modalities to:

- i. Revise the existing country CAADP Implementers Guidelines to integrate lessons from last 3-5 years of using the Guide. This will include and specially focus on aspects related to the post-compact and post-Business Meeting Guidelines.
- ii. Going along the focus on implementation, results and impact in terms of agriculture production-productivity performance, the Workshop also worked to identify new thematic Guidelines, which are necessary to complement and guide CAADP implementation over the coming decade. This is expected to include robust but simple Guidelines to support and guide interventions aimed at strengthening and aligning policy and institutional capacity and enabling environment for enhanced agricultural transformation

2. BACKGROUND AND RATIONALE

2.1 CAADP AND THE CAADP IMPLEMENTATION SUPPORT GUIDELINES

The Comprehensive Africa Agriculture Development Programme (CAADP), endorsed in Maputo in 2003, was specially formulated to stimulate the reforms necessary to bring agriculture to bear on socio-economic growth and sustainable development. CAADP is a programme of the AU NEPAD programme and is Africa's policy framework for agriculture and agriculture-led development.

Ten years on, almost 40 countries and regional economic communities have embraced the CAADP. Among the noted successes is the attention CAADP has brought to issues of improved planning including the need to link planning as well as policy and programme design processes to credible data and evidence-based analysis. CAADP is providing inclusive fora and processes serving in building shared vision as well as forging collective responsibility and peer-driven accountability.

Looking forward into another decade, the nature and relevance of CAADP's values and principles remain as relevant to stimulating and championing the systemic transformation in policies, institutions and the way business is done. The recently completed Sustaining CAADP Momentum report and the resultant sustaining CAADP momentum Results framework encapsulate the vision for the second decade of CAADP implementation with greater clarity of focus on the desired RESULTS and IMPACT. The CAADP Results Framework remains aimed at strengthening and aligning the capacity and ability to improve the performance of the agriculture sector and its contribution to economic growth and development.

Context: Much of the successes alluded to above can be attributed to the quality of technical guidelines and expert support provided to guide country implementation processes. The CAADP Implementation Guidelines, the Pillar (1 to 4) frameworks, the pre and post-Compact Guidelines have been instrumental to provide the guidance on the principles, targets and objectives defining the continent's agricultural development agenda. Additionally, tools have been developed to support evidence based analysis and decision making; Monitoring and evaluation in the design and implementation of agriculture investment plans. However, more needs to be done to guide and catalyse policy and institutional reforms; and the design of flagship programmes and projects.

2.2 THE 2014 INCEPTION WORKSHOP (RETREAT) TO REVISE THE CAADP GUIDELINES

The workshop was convened as a multi-partner, multi-disciplinary exercise aimed at bringing in experience from all aspects and level of CAADP implementation support. Over 10 specially selected institutions participated in the retreat, which included the Regional Economic communities and CAADP Focal persons (Annex 1). The retreat and indeed overall exercise to revise the Guidelines is an integral part of the CAADP@10 review as a reflection to embrace the gains, experiences and insights/lessons from the last 10 years of CAADP implementation and determine both the goals and the strategies to advance CAADP implementation in the coming decade and beyond.

Workshop Objectives: Figure 1 (below) presents set goals of the workshop as well as the envisaged think process (i.e. workshop approach)

Objectives of the Retreat

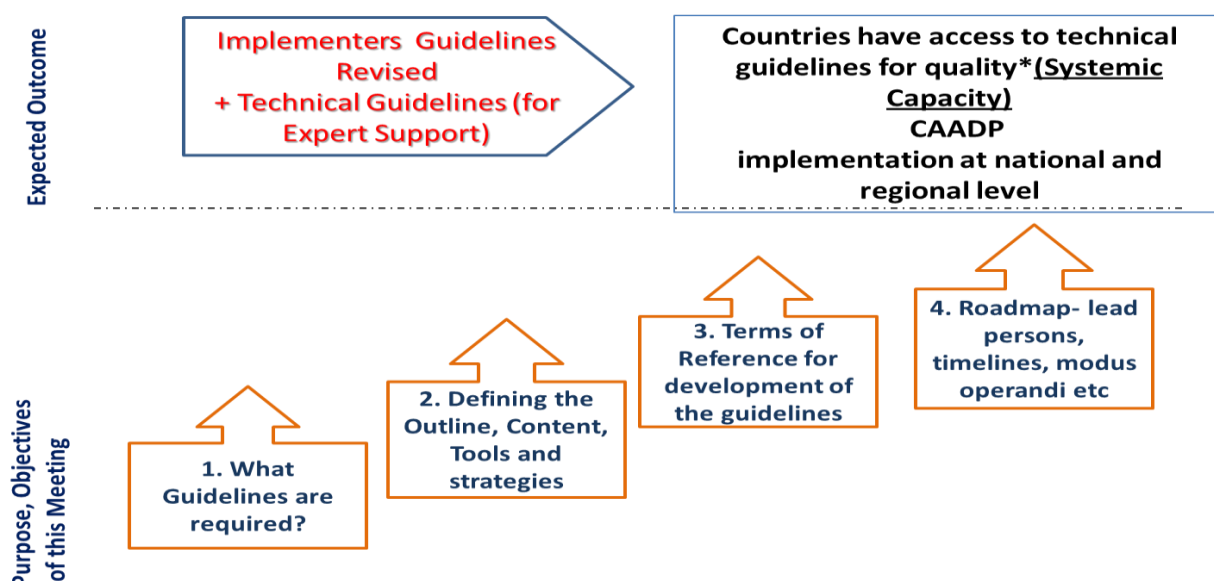


Figure 1: Workshop Objectives and Approach

Table 1 (below) outlines what the Participants raised as their expectations in the initial brainstorming session on personal and collective expectations.

Table 1: Participants' Expectations at start of Retreat

Issue	Participants Expectations
Reflecting on the past 3-5 years	<ul style="list-style-type: none"> Identify objectively the strengths and failures/weaknesses in the application and monitoring of the Guidelines Get a better understanding of the existing guidelines in view of the changing demands/needs Where are we in terms of the usefulness of the guidelines? What works? What does not work?
NEW CONTENT – thematic aspects	<u>Thematic Guidelines:</u> <ul style="list-style-type: none"> Increased consideration of livestock in the CAADP process Guidelines on Agribusiness and private sector post business meeting The guidelines must take into account <ul style="list-style-type: none"> Climate change, Job creation for the youth Resilience Poverty alleviation Education & training (vocational and technical skills) Beyond the rhetoric of gender (Women and Youth) + private sector
NEW CONTENT – policy aspects	<u>Policy Practice</u> <ul style="list-style-type: none"> Enhanced & structured policy and knowledge support Guidelines for researched evidence for the policy process Developing a legislative agenda
NEW CONTENT – M&E and Knowledge management	<u>M&E Guidelines</u> <ul style="list-style-type: none"> Local data gathering (gender, age disaggregation; monthly) Harmonise the guidelines with the ToR for developing NAIPs and other related guidelines e.g. SAKSS guidelines, ECOWAS CDP, FARA, (regional institutions) initiatives

Issue	Participants Expectations
	<p><u>Knowledge management</u></p> <ul style="list-style-type: none"> • Organising Knowledge Support • Involvement of universities in the process • What will be the role of the pool of experts and how will they function • Role of universities in CAADP processes (in-country) • Clarify role of regional organisations in CAADP implementation in view of the new KIS framework • Linking CAADP country implementation process to knowledge pools <p><u>Pillar frameworks</u></p> <ul style="list-style-type: none"> • Elaborate on the approach of for improving the guidelines with reference to CAADP 4 pillars
NEW CONTENT to be considered in the revision	<p>a) Prioritising attention to Private sector:</p> <ul style="list-style-type: none"> • special focus on domestic private sector • Linking government investments with private sector engagement • Guidelines for private sector development and engagement • Brokering public-private dialogue, alliances and business deals <p>b) Linking to national development planning and implementation processes</p> <ul style="list-style-type: none"> • Linking CAADP implementation teams to national investment plans implementation processes • Support processes to NAIP implementation • Define a logical link to national development process in order to be relevant to planning • Precise usefulness of the Guidelines in decision making processes
Strategy for implementation	<ul style="list-style-type: none"> • Put in place a strategy to communicate the guidelines • Include how use of the guidelines will be monitored • Elaborate the “CAADP cycle” as a learning and capacity building agenda • Revisit the issue of donor coordination, harmonisation and alignment
Terms of Reference to elaborate the Guidelines	<ul style="list-style-type: none"> • Make short, clear and direct description of everything in the document • 2 pager clarifying some key notions/concepts in CAADP, e.g. Resource mobilisation, transformation, momentum, ownership, etc. ... • Defining What will now be different – provide A synthesis table with key lessons learned from users of previous version; - • Link to the Results framework (impact orientated not only process) • Guidelines should agree on the theoretical framework underpinning reforms • Keep it clear and simple for use by all stakeholders groups (public, private, CSO, academia, research, broad DP concept)

3. OUTLINE FOR REVISING THE CAADP GUIDELINES

3.1 INTRODUCTION

A set of two main Guidelines have been developed and used to support country CAADP implementation. These are the (a) Country CAADP Implementers Guidelines and (b) the CAADP Post-Compact Guidelines.

The CAADP Implementers Guidelines (2009) are based on one of CAADP's key principles; namely, that CAADP implementation is a country process. The CAADP Implementers Guidelines have been the primary translation for

implementation of Africa's Heads of State and Government (HoSG) policy decision on agriculture in Maputo in 2003 (i.e. the CAADP Decision). The country CAADP implementation process (Figure 2) as defined in the Guidelines presents the basic components and actions to operationalize CAADP implementation.

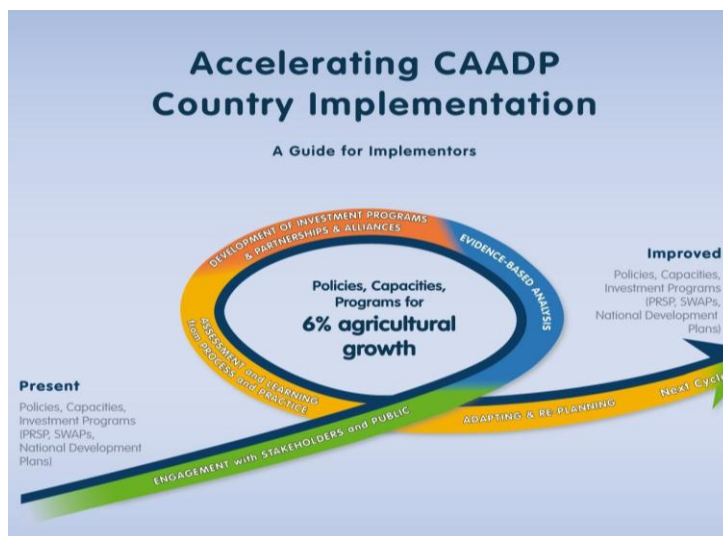


Figure 2: Country CAADP Implementation Process

Various players and stakeholders under four main categories have used the Guidelines. Table 2 provides details on these categories and their use of the Guidelines.

Table 2: Core users of the CAADP Implementation Guidelines

Users	Main use
1. The country CAADP Teams (under the leadership of the Ministry of Agriculture Permanent/Principal Secretary)	<ul style="list-style-type: none"> To understand what implementation of the Heads of State and Government Maputo decision implies To understand the day-to-day requirements and sets of actions that constitute “implementing CAADP” the principles, goals and targets; and aligning to existing national processes and systems To understand what is expected from them as country CAADP teams (as lead coordinators and facilitators of the CAADP implementation process) To understand what support to expect from the African Union Institutions and other partners To guide public/interest group dialogue, participation and support on CAADP
2. The Technical Experts (providing technical backstopping at various stages of CAADP implementation)	<ul style="list-style-type: none"> To understand broadly what “CAADP implementation process” implies and requires To be guided on the form and standards of expert support (data-info; knowledge; analytical skills) countries require in the CAADP implementation process To understand who is involved and who to contact for what at national, regional and continental level with regard to CAADP and CAADP implementation support

3. African Union Institutions (<i>at overall level, the Guidelines have been used to precise in concrete terms the synergies, complementarities and subsidiarity</i>)	African Union Commission	<ul style="list-style-type: none"> • To communicate the African Union policy and vision (agenda) on agriculture development • To understand and communicate what support is expected from AUC by countries, RECs and other stakeholders • To communicate CAADP
	The NEPAD Planning and Coordinating Agency	<ul style="list-style-type: none"> • To communicate the practical interpretation and modalities to put into action African Union's HoSG policy decision on agriculture - CAADP • To organise and facilitate expert support to countries and regions on CAADP implementation • To guide the implementation and monitoring as well as learning of CAADP • To communicate CAADP
	Regional Economic Commissions	<ul style="list-style-type: none"> • To plan and undertake the coordination of implementation support to member states • To communicate CAADP • To help member states to align their agriculture development strategies and programmes to regional integration goals
4. General Public and other Interest Groups		<ul style="list-style-type: none"> • To understand broadly what "CAADP implementation process" implies and requires • To understand what is expected from them in participating or supporting CAADP implementation
5. Development Partners (continental, regional and national level)		<ul style="list-style-type: none"> • coordination, harmonisation and then alignment of support to an African agenda

3.2 NEW ASPECTS WHICH REQUIRE CONSIDERATION WHEN REVISING THE GUIDELINES

The Guidelines in their current form retains relevancy especially as concerns communicating the CAADP vision, principles and values. The Sustaining CAADP Momentum is clear on the fact that CAADP, as Africa's policy framework to guide agriculture and agriculture-led development is as valid today as was in 2003. Therefore, communicating and up- dating the CAADP vision, core principles and values remains a central role of the CAADP Implementation Support Guidelines.

However, as articulated in the Sustaining CAADP Momentum, the thrust on the coming decade and beyond will be on catalysing and supporting implementation, i.e. execution including effectiveness and efficiency in the execution and delivery modalities and thereby delivering and demonstrating results and impact. The following is noted as underlining implications on the Guidelines:

- Moving from "improved quality in plans and planning processes" to execution that utilise the plans to deliver and demonstrate results and impact (as defined in Levels 2 and Level 1 of the CAADP Results Framework): This focus on programme implementation highlights the need for CAADP focus on aspects such as:
 - *Project preparation* – considering both (i) the development and design of viable and implementable programmes and projects, as well as embracing high quality evidence-based risk management (in broad sense) as well as (ii) foresight sensitivity analysis and associated value-for-money considerations

- *Programme Monitoring and evaluation* including strengthening and aligning systemic M&E capacity for data generation and analysis and coherent reporting systems as well as M&E in support to learning and planning of new programmes and initiatives
- *Strengthening and aligning enabling environment* Specifically, this calls for guidelines to support (i) policy practice; (ii) organisational development and strategic alignment; (iii) institutional development and fostering of multi-sectoralism
- Rallying expanded implementation capacity through alliances and partnerships: The central issue in this regard is noted as harnessing and leveraging private sector implementation systems and capacity through public-private sector alliances and partnerships. This also requires revision of existing Guidelines to embrace emerging perspectives and experiences in the relationships between (i) State and Non state actors (incl. Civil Society Organisations; farmers, private sector and between (ii) African Governments and Donor Governments and Institutions.
- Regional integration goals especially in terms of the fostering emerging opportunities for increased agriculture role in advancing economic integration at regional and intra-regional levels through agricultural-driven markets and trade development. The Guidelines should promote Regional Dialogue for harmonisation of Policies; specifically, there is need for generic set of guidelines to take care of (a) Transboundary Issues and Harmonisation of Issues
- Thematic and Commodity specific guidelines focusing on bringing out and taking into account economic and ecosystems potential and sustainability in farming (arable, livestock or fisheries) of the concerned commodities. This should also ensure that the most optimal technologies are employed for effectiveness, efficiency and appropriateness of the delivery systems. In this regard, the Guidelines will also be expected to foster and draw attention to intensification goals. Others that should be considered in this regard include:
 - Prioritization of commodities: To what extent does each of the value chains contribute to development, marketability, employment, wealth, improved livelihoods etc...
 - Building systemic capacity and tools to undertake value chain analysis and selection
- Embracing crosscutting issues, which underline both sustainability and inclusiveness principles and values. These include:
 - Gender – women and men considerations
 - Youth Education, Employment and Entrepreneurship and trends in population dynamics
 - Climate change, and
 - Resilience and risk management
- Investment Financing: considering both public and private sector investments with a focus on enhancing the quality in terms of value for money and best returns on the investments. This includes:
 - Financial mechanisms to all private sector operators leverage additional financing from commercial banking systems
 - Public Private Partnerships
 - Technical profiling of the 10% target

Based on the current Guidelines, **Table 3** presents aspects that should be addressed either in adapting existing guidelines or in introduction of new elements.

Table 3: Aspects to consider in revising the Guidelines

	PRE COMPACT GUIDELINES	COMPACT GUIDELINES	POST COMPACT GUIDELINES	POST BUSINESS MEETING GUIDELINES
Aspects that the Guidelines should deal with	<ul style="list-style-type: none"> • Stakeholder mapping and engagement • Linking agriculture as a main strategy to deliver on national development agenda (wealth; employment; food security and nutrition) • Official launch • Evidence based Stocktaking • Growth options and priority setting • Establishing, managing multidisciplinary country CAADP teams • Coordination of Stakeholders • The coordination of non-state actors tailored to the needs of the CAADP agenda • Facilitating inter-ministerial collaboration and coordination 	<ul style="list-style-type: none"> • Compact signing • Constitution of country team • Roadmap development • Compact preparation – baseline studies, stakeholders consultation, compact preparation, compact signing 	<ul style="list-style-type: none"> • Development of investment plan • Formulation and planning -modelling of investment options • Technical review • Program Design and validation • Business meeting • The coordination of experts' inputs (internal and external expertise) • The formulation, revision and coordination of the investment plan formulation 	<ul style="list-style-type: none"> • Investment Financing • Donor harmonisation • Implementation • Monitoring and Evaluation • Implementation – monitoring and evaluation, communication, knowledge management, etc. • Guidelines for resource mobilization • Guidelines for program design

3.3 REVISING THE PRIMARY AIMS AND GOALS OF THE COUNTRY IMPLEMENTATION SUPPORT GUIDELINES

In the regard, the April Guidelines Workshop has defined the main goal of the country implementation guidelines in the following key statements:

- To provide a clear and common understanding of the processes of CAADP Framework implementation at the country level, for sustainable agricultural sector transformation and wealth creation
- Present the steps and tools required for CAADP NAIPs formulation, implementation, monitoring and evaluation while harnessing the lessons and facilitating learning
- Décrire les étapes et les outils à mobiliser pour la formulation, la mise en œuvre et le suivi et l'évaluation du PDDAA en s'appuyant sur les leçons apprises au cours de la décennie écoulée.
- Guide both technical and political robustness in ensuring implementation and governance of returns is inclusiveness, accountability and ownership of the policy practice

- To improve coordination in institutional strengthening to achieve results in both private and public sectors
- To serve as a tool to develop, and implement quality country investment plans that deliver on the principles and targets of CAADP

The CAADP Implementation Support Guidelines will:

- Communicate set of principles and actions, which translate into “implementing CAADP”. This will include how the set of actions and associated milestones relate and connect to each other;
- Communicate who is involved and how in terms of roles and responsibilities – i.e. defining who should be ‘on the inside’ and has implications of CAADP implementation for various constituencies from public sector players and stakeholders through to non-state (civil society, farmers and farmer organisations; private sector); as well as external partners through bilateral and multilateral development partners, to activate external resources and generate synergy effects (who is accountable for what)
- Define possible approaches, processes and mechanisms and associated principles aimed at delivering results in form systemic change in capacity
- Set of checklist to articulate the standards in terms of (a) quality (effectiveness, efficiency and appropriateness; (b) relevancy as well as (c) environmental resilience in the programme identification, design, implementation and evaluation
- Provide checklist of parameters to assess alignment and harmonisation in programme purpose, strategies and activities
- Provide checklist to foster and/or assess implementation efficiency including associated partnerships and alliances
- Guide identification of best investment options in terms of returns on investments as well as assessment and embracing risks and risk management

In this regard, it is important to understand that the CAADP Implementation Support Guidelines are not a “Do-it-Yourself” manual. The Guidelines are a presentation of the principles and a set of checklists meant to inform, guide and stimulate (a) comprehensive and evidence-based analysis of the subject-matter (b) guide informed decision making

The rationalisation and development of the CAADP Guidelines have also applied the “if-it-is-not-broken, don’t-fix-it”. The Guidelines focuses only on areas and aspects in which it is clear that a Guideline or implementation support checklist will be valuable and can make a difference in ensuring (a) informed decisions and appropriate set of actions as well as (b) coherence, standardisation and alignment.

3.4 WHAT IS NEEDED TO MAKE THE GUIDELINES EFFECTIVE

Value and legitimacy

- Government and stakeholder buy-in
- Political will to streamline CAADP into national development planning and implementation process
- Reliable indicators and constant review to ensure that the guidelines are responding to the objectives

Packaging and ease of use

- Pro-active communication at different levels including tailor-made communication pieces
- Simplified language (excluding technical jargons)
- User-friendly –good visuals and well-illustrated with concrete examples
- Simplified tools and templates
- Not bulky or cumbersome. Some elements could be re-packaged into simple tailor-made products

Supporting use of the Guidelines

- Training and awareness raising for users (to internalise and own the guidelines)
- Be of didactical nature and demonstrate awareness towards the diversity of users
- Conduct regular orientation for country CAADP team members and experts
- Serve to formulate an appropriate communication strategy
- To come up with reliable indicators and constant review to ensure that the guidelines are responding to the objectives

3.5 POLITICAL AND TECHNICAL VALIDATION OF THE GUIDELINES (including peer review and quality assurance)

The approach being taken to revise-develop the Guidelines has inherently integrated principles, mechanisms and tools meant to ensure on-going peer and stakeholder review and refinement in quality (i.e. relevancy, appropriateness and effectiveness). These include the following:

General:

- On-going integral stakeholder consultations (country, regional and continental levels and across sectors – public; private and civil society)
- Technical/Peer Review through engaging with relevant expert players and institutions
- Quality review and assurance from a user perspective
- Widely share the Guidelines at various stages
- Prepare communication strategy on the process and on the Guidelines
- Validation Workshop

Politically:

- Share and facilitate input and comments from senior Government officials (Permanent/Principal Secretaries/CAADP Focal persons)
- To bring together representatives of the constituencies identified and the stakeholders

Technically

- Organised peer review by/through the Guidelines Expert Reference Group
- Organised review by/through communication specialists
- After the drafts, share with peer experts for comments and inputs,

3.6 ASSUMPTIONS MADE IN THE EXERCISE TO DEVELOP THE CAADP GUIDELINES

- Guidelines use will be able to reflect the management of divergent interests
- Buy-in from the technical and political stakeholders (they may decide not to use them)

- Approach taken to revise/develop the Guidelines will foster internalisation and ownership by the (potential) users
- Sustained commitment of all key stakeholders and players (including AUC, NPCA and RECs) for the completion of the process of the revision of the guidelines
- Resources are available to undertake the review
- Desired expertise will be available for the task of developing and writing up the Guidelines

3.7 COUNTRY CAADP IMPLEMENTATION PROCESS KEY MILESTONES – 1st and 2nd NAIPs

Below, Figure 3 for NAIP-1 and Figure 4 for NAIP-2 illustrate the main events and products, which constitute the core milestones of the country CAADP implementation process. While emphasizing the point that the country CAADP implementation process is NOT a linear one-dimension, one-cycle exercise, but process that should develop into “the-way-business-is-done”, the NAIP-2 process (i.e. Figure 4) is being singled out to emphasize and present what is unique, new and different in the second CAADP round. This is necessary at this point as a way to ensure systematic effort to embrace the gains and lessons from the NAIP-1 process including specifically building in the lessons and goals as articulated in the Sustaining CAADP Momentum Results Framework and endorsed in the Malabo Declaration (2014). Main elements of the first cycle of implementation, which define the foundation aspects of CAADP implementation including its base principles and values, continue to be critical features in the NAIP-2 process.

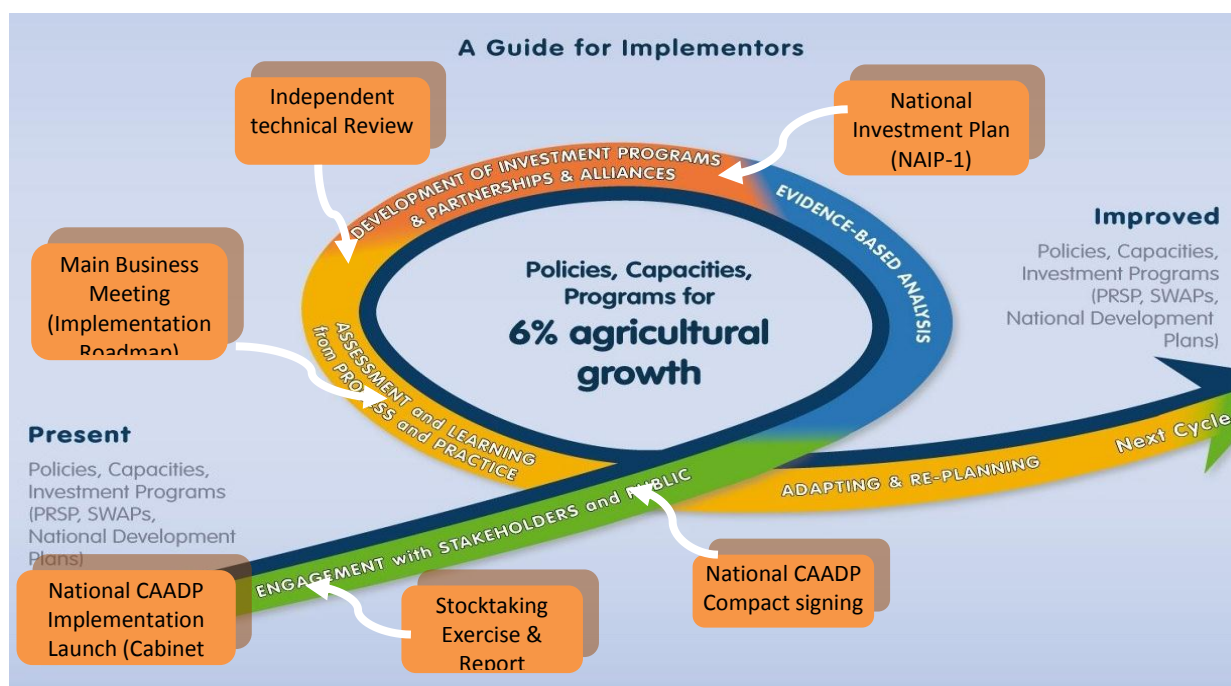


Figure 3: Country CAADP Implementation Process Key milestones - Main events and products – NAIP-1

The NAIP-2 (Figure 4) brings out the renewed emphasis and professionalism on the stocktaking exercise as basis to ensure evidence-based baseline along a broader scope of aspects – which is essential in building a result-based delivery model and to also make real the emphasis and goals on accountability. The stocktaking exercise will also need to be a comprehensive situation assessment and “visible” reference point for the overall country CAADP implementation process. This will also enable mainstreaming of key aspects such as nutrition, climate smart agriculture, etc. right from an early stage

The NAIP-2 process introduces a number of key implementation (execution and delivery) related milestones. Additional to the more thorough and comprehensive stocktaking exercise and the

accountability aspects (i.e. M&E; JSR; Reports and Reporting; accountability platforms), the NAIP-2 process also revises the structure and form of the Business Meeting to include two elements. These are (a) recommitment signing by concerned players and stakeholders around the priorities and goals defined in the NAIP-2 as well as (b) ensuring a firmer and implementable “implementation roadmap”. The Implementation Roadmap will be one of the central tools for monitoring and keeping track of progress on implementation. The NAIP-2 process introduces the learning aspects – it was one of the elements in NAIP-1, but was not systematically activated.

Formulation and design of the Investment Plan (i.e. NAIP-2) as well as the Independent Technical Review will be strengthened ensuring professionalism and adherence to international standards on programme design, evaluation as well as ensuring that key responsible investment guidelines (e.g. Land and environmental resilience) are carefully reflected in the NAIPs. Other dimension which the overall process and specifically the NAIP-2 will take into account including linking to and facilitating private sector investments. The cost:benefit analysis will be made more thorough and strongly integrated in the policy and programme decisions as well as in the medium to long-term evaluation. The aim is also to develop the NAIPs into an instrument formally connected to national budgeting processes and therefore, a key instrument in the Joint Sector Reviews (JSRs).

On the other hand and going by the emphasis on private sector, the NAIP should emerge as a credibility instrument to serve as basis for attracting and negotiating public-private partnerships as well as general private investments. The NAIPs should also emerge as formal and credible tool for national negotiations into financing windows such as the IDA of the World Bank and the IFAD or AfDB loan portfolio. In this way, the NAIPs together with the associated Independent technical Review and appraisal Report would serve also for processes such as the GAFSP and other financing windows.

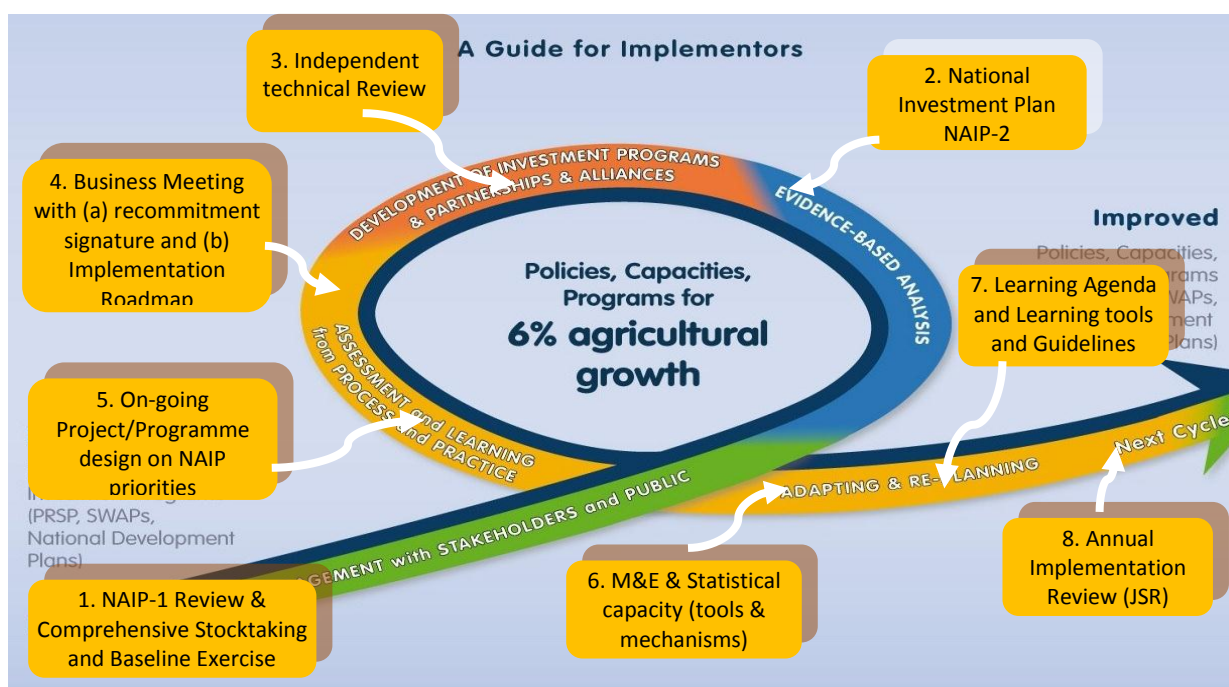


Figure 4: Country CAADP Implementation Process Key milestones - Main events and products – NAIP-2

The exercise to develop the new Guidelines will review and provide detailed description and templates to guide preparations of the PRODUCTS that are listed as well as preparation and conducting of the mentioned EVENTS and PROCESSES (as listed in Figures 3 and 4)

SUMMARY OF THE REVISED GUIDELINES AND GUIDELINE COMPONENTS

Emerging from the discussions were three categories of guidelines which would be necessary to avail a broader scope of technical aspects which include the CAADP process itself (capacity for planning and implementation); facilitating an enabling environment (policy and institutional) and more thematically focused guidelines. This section provides a summary of the considerations for elaboration of the guidelines. Annex 3 has the more detailed aspects as discussed in the workshop and provides some of the specifics when framing the issues.

Main Guidelines Components	Sub-component and aspects	Responsible Team	Remarks
1. General country CAADP Implementation Support Guidelines: <i>(Strengthening and aligning Planning and Implementation capacity)</i>			
1.1 Pre-Compact Country CAADP Implementation Support Guidelines	a) Comprehensive Stocktaking exercise Guidelines <ul style="list-style-type: none"> Evidence based diagnosis along aspects of technical, ecosystem, financial, economic, policy and institutions for comprehensive problem definition Setting baselines and goal projections Institutional/Stakeholder mapping <ul style="list-style-type: none"> Assessing public and non -state actor (civil society; private sector; farmer organisations) institutional capacity to lead CAADP implementation and agriculture development Assessing availability and connecting data, statistics and information sources Agriculture research agenda and research capacity (AR4D) including policy Agriculture Education (tertiary and vocational training) – agenda and capacity including policy 		<ul style="list-style-type: none"> In the NAIP-2, the Stocktaking exercise will include a chapter to help review NAIP-1 (in terms of achievements, challenges and lessons). This will provide part of the baseline to connect from NAIP-1 to NAIP-2 The Guidelines will provide a clear generic Outline of the Stocktaking Report as well as the expertise that will be required for the task
	b) In-country/systemic capacity to lead and coordinate CAADP implementation (effective institutional arrangements) <ul style="list-style-type: none"> Strengthening and aligning Government leadership (including e.g. taking ownership responsibility and demonstrating this into decisions and actions). The Guidelines will elaborate a set of purpose-specific guidelines, including: <ul style="list-style-type: none"> Organising and facilitating CAADP Leaders Retreats Set up of fit-for-purpose country CAADP Teams as a mechanism for more effective inter-institutional collaboration including identifying and nurturing relevant management and coordination competences expected in a country CAADP Team, e.g. developing and negotiating for common agenda on agriculture Assessing and building/negotiating partnerships and alliances Guidelines for CSO engagement in national level CAADP implementation 		

Main Guidelines Components	Sub-component and aspects	Responsible Team	Remarks
1.2 Post-Compact Country CAADP Implementation Support Guidelines	<p>a) Programme Design and Implementation Support Guidelines (Project preparation)</p> <ul style="list-style-type: none"> • Process and methodology <ul style="list-style-type: none"> - Investment Plan formulation including aligning of both the Process and the NAIP to national development goals and planning and public budget processes and tools • Aspects to be covered <ul style="list-style-type: none"> - Level 1 of the CAADP Results Framework <ul style="list-style-type: none"> ○ Underlining principles and factors fostering sustainability and resilience, economic growth and inclusiveness – cost:benefit analysis ○ Assessing options/opportunities to creating economic opportunities especially for women, youth and rural populations ○ Food security and nutrition goals - Level 2 of the CAADP Results Framework <ul style="list-style-type: none"> ○ Review/assess existing-potential value chains in relation to competitiveness, ecosystems potential ○ Assessing and attracting Domestic Resources and negotiating for local-friendly FDIs ○ Access to financing by farmers and other practitioners on the value chain ○ Implementation capacity and enabling execution efficiency including Public-Private deals and alliances ○ Risk assessment/management and profiling of the assumptions ○ Environmental sustainability and resilience ○ Markets and trade ○ Alignment with trade and industry including entrepreneurship development ○ Examining and embracing trans-boundary and inter/intra-regional trade 		Among the Products in this exercise will be outline for the Stocktaking Report and associated principles fostering attention to quality and form of evidence (data & info)

Main Guidelines Components	Sub-component and aspects	Responsible Team	Remarks
	b) Thematic Programme aspects <ul style="list-style-type: none"> Technology and commodity specific Guidelines (to help design of quality, effective and viable production and/or agro-processing investment programmes) Commodities identified include (guided by principles of diversification; competitiveness and alignment with ecosystems potential): <ul style="list-style-type: none"> - Livestock - Cereals (maize; rice and wheat) - Fruit and vegetables - Root crops - Fisheries and aquaculture - Forest Technologies identified include <ul style="list-style-type: none"> - Irrigation - ICT - Biotechnology including nano-tech - Farm Input (seed, fertilizer, mechanisation) 		
	c) Cross-cutting aspects <ul style="list-style-type: none"> Agriculture Climate change /Climate smart agriculture Farming systems and ecosystem approach Women and men Youth employment Nutrition 		

Main Guidelines Components	Sub-component and aspects	Responsible Team	Remarks
1.3 Strengthening and aligning accountability capacity and systems and support to learning	a) Monitoring & evaluation of implementation <ul style="list-style-type: none"> • Domesticating and internalising the CAADP Results Framework • Assessing and building national M&E capacity (integral to national statistics policies; tools and processes) • Determining monitoring indicators • Monitoring guidelines (Results Framework indicators) • Reports; reporting mechanisms and platforms • Aligning and linking M&E to programme and policy design and evaluation 	NPCA; ReSAKSS;	
	b) Fostering accountability <ul style="list-style-type: none"> • Review, assessment and strengthening tools and mechanisms for accountability (Joint Sector Reviews; AgPER) including Reports, reporting structures and accountability linkages and platforms • Governance and accountability in resource use/allocation • Accountability in collaboration partnerships and alliances 	NPCA	
	c) Facilitating learning and strategic thinking <ul style="list-style-type: none"> • Learning tools; knowledge sharing tools & platforms including expert networks/pools • Engaging with research and learning institutions and agendas • Strategic thinking and analysis capacity • Knowledge base and statistics 	BEAT	

Main Guidelines Components	Sub-component and aspects	Responsible Team	Remarks
2. Policy practice and Institutional capacity (systemic capacity and enabling environment)			
2.1 Policy practice	<ul style="list-style-type: none"> design, implementation & evaluation, including de-mystifying policy and policy design – understanding the agricultural related policy design-implementation-evaluation process including who is involved; who is implicated and the various interests involved empowering systemic capacity on policy practice including embracing ownership and responsibility linking policy practice to the agriculture accountability systems linking policy practice to programme design and evaluation (including evaluation of implementation capacity and associated organisational/institutional structures) 	BEAT	See outcomes and recommendations of the CAADP Policy Support Workshop (April 2014)

Main Guidelines Components	Sub-component and aspects	Responsible Team	Remarks
3. Strengthening and aligning organisational and Institutional capacity (systemic capacity and enabling environment)			
3.1 Institutional development	<ul style="list-style-type: none"> Self-assessment to determining appropriate interventions to strengthen organisational capacity and institutional arrangements for a defined purpose/goal (<i>Important aspects here are: Institutional mapping-, which are the institutions, expected to participate? What are the existing capacities or gaps therefore; Effectiveness of organisational structures and systems to deliver on the set targets; Capacity for learning and innovation; capacity for collaboration</i>). Enhancing organisational effectiveness through review and continuous improvement practises Enhancing individual and collective strategic agility of institutional actors to harness opportunities and resolve challenges and issues Evaluating internal effectiveness and interaction with other entities and fostering multi-sectorialism (alliances and partnerships) Assessing organisational/institutional performance Facilitating institutional change through more effective regulatory and policy frameworks e.g. as affecting and enabling greater NSA participation <p>Target Institutions: Lead implementing agencies and partners; and service agencies; including private sector</p>	USB /FAO	

Main Guidelines Components	Sub-component and aspects	Responsible Team	Remarks
4. Regional Integration Agenda (Pursuing agricultural driven economic regional integration)			
4.1 Assessing options and opportunities for agricultural driven economic regional integration	<ul style="list-style-type: none"> Defining and identifying regional value to the NAIPs Examining opportunities (including mandate, existing policies and regulatory frameworks; and tools, e.g. the Regional Development Banks; etc...) in the REC to stimulate, broker and support regional/trans-national markets and trade Examining and fostering agricultural-based trans-national corridor development Mapping and assess functioning of regional institutions who, by their mandate and works, are implicated in driving/stimulating, enabling and supporting agricultural-based economic regional integration Facilitating evidence-based rationale and argument for national interest and commitment (including aligning policies and investments) to regional agriculture development programmes especially as concerns markets and trade Foster negotiation and design of regional programmes on: <ul style="list-style-type: none"> Seed development and availability (including genome identification and protection) Fertilizer industry including production and marketing Food safety and standards Statistical standards and profiling of common indicators 	+RECs	Requires new thinking on what is a regional programme and what would be the parameters to foster alignment and harmonisation and assessing performance

4. THE CRITICAL-PATHWAY FOR THE DEVELOPMENT OF THE GUIDELINES (KEY MILESTONES)

4.1 KEY STEPS AND MILESTONES

Activity/ Task (Milestone)	Lead Responsibility	Timeline
STEP 1:		
1.1 Finalisation and Dissemination of the Report of the Inception Guidelines Development Workshop (held in April 2014). Shared first with Workshop participants for their input and agreement on: <ul style="list-style-type: none"> expert institutions and expert teams to lead elaboration of the Guideline components Component specific ToRs for the respective Guideline components 	NPCA and the CAADP Guidelines Task Team	30 th May 2014
STEP 2:		
2.1 Prepare and validate the ToRs for the respective Guideline components	NPCA	
2.2 Identification of experts (who is going to do what) – Institutions or individuals	NPCA	
2.3 Formalise (agreement/clarity on ToR; timelines; and expected products) with expert institutions and expert teams to lead elaboration of the Guideline components	NPCA	2 nd June 2014
2.4 Commission the Guideline revision-development exercise	NPCA, Drafting Team /Institutions	Version 1 ready by 31 st July 2014
2.5 Production of Version 1 (English and French) by the Drafting Teams/Institutions (Submitted to NPCA)	Drafting Teams /Institutions	
STEP 3:		
4.2 Technical Validation Workshop: The Workshop will bring together the Reference Expert Group as well as all involved lead Expert institutions). The Workshop will bring the components together into a small set of Guidelines Documents. The Workshop will also review the Guidelines for quality and coherence. The outcome of the Workshop will be the Version 2 of the Guidelines (English and French)	NPCA, Drafting Team and Reference Expert Group	12 th - 14 th Aug 2014
STEP 4:		
4.1 Public/Stakeholder consultations – based on Version 2 (Documents will be sent out widely and posted on the website for comments and input)	NPCA, Drafting Team and Reference Expert Group	20 th Aug to 13 th Sept 2014
4.2 Incorporation of the public comments/input; final writing up and professional editing; printing and dissemination (English; French; Arabic and Portuguese). The Final exercise will also develop: <ul style="list-style-type: none"> Communication pieces (flyers; leaflets, etc...) based on the Guidelines A Communication and Advocacy strategy and plan 	Drafting Team, NPCA and Reference Expert Group	
SPET 5:		
5.1 Launch of the Guidelines at the 11 th CAADP Partnership Platform Meeting (October 2014)	AUC; NPCA	October 2014

4.2 OVERALL MANAGEMENT AND COORDINATION OF THE EXERCISE

Overall management and coordination of the exercise to develop/revise the Guidelines will be led by the NEPAD Agency. This includes coordinating the work by the various task specific teams. The NEPAD Agency will work closely with the Guidelines Reference Expert Group, which includes representatives of all the RECs; some country CAADP Focal Point persons as well as NEPAD Agency and AUC (Annex 1).

The Guidelines Reference Expert Group's specific roles and responsibilities include:

- Provide and/or leading in the development of technical content
- Peer review
- Facilitate stakeholder consultation
- Validation of the task team TORs
- Provide building blocks for reviewing the guidelines

The NEPAD Agency will facilitate regular meetings of the Guidelines Reference Expert Group – mostly virtual meetings

ANNEXES

Annex 1: The Guidelines Experts Reference Group

	Name	Institution	Email Contact
1.	Martin Bwalya	NEPAD Agency	BwalyaM@nepad.org
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24.	Alain Onibon,	FAO	Alain.Onibon@fao.org

Annex 2: Who (stakeholder) should be consulted in the development of the Guidelines and Why

Stakeholder	Reason for consulting
1. AUC, NPCA, RECs,	Mandate to implement, gain from experience, baseline, provide policy direction
2. SROs	Technical input/feasibility at regional level, regional experience
3. National Policy Makers (e.g. PSs, Parliamentarians etc...)	Sharing of learning and experiences, country dynamics, contribution to regional, policy direction, context, vision, ownership, Buy-In
4. CAADP Focal Point persons and members of the country CAADP Country Teams	Sharing of learning and experiences, applicability, awareness, tool for delivery, ownership, Buy-In
5. NSAs – (Farmer Organisations, Private Sector, Civil Society, Youth, Women and Men etc...)	Key actors, awareness, preparedness, applicability, ownership, Buy-In
6. Technical and Financial Development Partners	Awareness, Technical Input, Buy-In
7. Academia and Research Institutions	Awareness, Technical Input, Ownership
8. DFIs, FIs, Philanthropies	Awareness, Technical Input, Buy-In
9. All	Assess expectations (format, content, utilisation, etc.), identified challenges and agree on solutions to improve the guidelines
10. Women	Constitute 70% of small holder farmers
11. Private sector investors	They will get to know where to do their investment in the CAADP process
12. Financial Institutions (Commercial banks, insurance and rural SACOS)	To explain to them how best to support CAADP
13. Youth	They constitute the talent pipeline for Africa
14. Policy makers (parliamentarians)	They make the decisions concerning what has to be done in their respective countries







EXPERTS RETREAT- REVIEW OF CAADP GUIDELINES

Valley Lodge Hotel, MAGALIESBURG, SOUTH AFRICA

	<i>Day 1: Sunday 13.04</i>	<i>Day 2: Monday 14.04</i>	<i>Day 3: Tuesday 15.04</i>
<i>Morning Session 0830 -1300</i>	Opening & 'setting the scene' Welcome Remarks, Introductions Meeting Objectives and Expectations Working Session 1: CAADP Country Implementation: A Transformation Agenda, Building Systemic capacity	Working Session 3: defining the compendium of CAADP Guidelines in relation to the desired change Plenary Feedback	Plenary Feedback Working Session 5: Terms of Reference for elaboration of the Guidelines
	LUNCH		
<i>Afternoon Session 1400-1700</i>	Plenary Feedback Working Session 2: Defining the desired Change	Working Session 4: Content, tools and check-lists and generic ToRs	Planning the way forward for finalisation of the Guidelines- Roadmap, timelines and coordination Close Session
<i>Evening Programme</i>	Group leads Check-in sessions	Open Space session	

Annex 3: Record of Group Assignments during the Expert Review CAADP Implementation Guidelines Retreat

ANNEX 3.1: GUIDELINES AND ALIGNMENT OF THE COUNTRY CAADP IMPLEMENTATION PROCESS

Country CAADP Implementation Process					
[1] County CAADP Implementation Process	<ul style="list-style-type: none"> Engagement and internalisation Stocktaking – mapping and diagnosis 	<ul style="list-style-type: none"> Problem definition and Agenda setting; Defining alliances and partnerships Compact Formulation & signing 	<ul style="list-style-type: none"> Refining priorities and goals Defining implementation strategies & execution arrangements Investment Plan formulation 	<ul style="list-style-type: none"> Programme Design & Investment Financing Determining investment financing partnerships 	<ul style="list-style-type: none"> M&E; JSR and Action Learning
	<ul style="list-style-type: none"> Mapping and Baseline/ status and trends (Financial; Economic; Policy; Institutional; technical and environmental) Gap analysis and problem identification Mainstreaming and internalisation of CAADP Leadership (ownership, inter-ministerial coordination) Inclusiveness and ownership of the policy practice (identify interests; Alliances; managing power relationships) Partnerships and Alliances; Multi-sectorialism Private sector and Business(domestic) Agro-industry Value-chain analysis Communicating CAADP 	<ul style="list-style-type: none"> Priorities (articulation of national Level 1 and Level 2) – drivers of growth Define the Action (Policy; Institutions; Financing – knowledge, technology & innovation) Aligning with national development Agenda, including; Industrialisation Policy Food security and nutrition policy S&T policy Rural development Ownership and local responsibility Stakeholder commitment Enhance aspect of inclusiveness 	<ul style="list-style-type: none"> Investment plan formulation Align NAIPS with Budget process & tools and with national development vision & goals Link with other sectors (ICT; S&T; infrastructure; etc...) Programmatic approach Programme execution strategies and capacity Aligning Agriculture to markets & trade (national; regional and global) Wealth generation and distribution Results, impact and targets NAIPs implementation and monitoring plan Coordination of expert support 	<ul style="list-style-type: none"> Project preparation (log frame; results based; economic & financial analysis; cost:benefit analysis; Implementation (Programme execution) strategy and capacity Accountability system Entrepreneurship development Consider commodity value chain guidelines Guidelines for resource mobilization Guidelines for program design 	<ul style="list-style-type: none"> Data generation & analysis RF Indicators Assessment and reporting Tools (NAIPs; JSR; AgPER; Budget; MTIF; etc...) Accountability platforms Generally, guidelines are needed for communication
	 Cabinet Memo	 Compact Signing	 Technical Review	 Business Meeting	 Annual Review (National)  NAIPs review & Planning

CAADP

CAADP Value Addition (CAADP Results Framework – Level 3)

[2] Capacity development (Empowering; enabling and transformation)	[3.1] Improved and inclusive policy design and implementation capacity	[3.2] More efficient & accountable institutions (at all levels) to plan & implement	[3.3] Evidence based agriculture planning, implementation and monitoring; Enhanced capacity on data & Statistics	[3.4] Improved coordination, partnerships and alliances and within and across sectors and countries	[3.5] Increased public-private investment financing across all components of the agric, food and nutrition value chains	[3.6] Research; Knowledge and innovation, S&T, Education-Training and learning systems
	<p>a. Enhancing inclusiveness in policy practice (design & Implementation) – i.e.:</p> <ul style="list-style-type: none"> - identifying/mapping of concerned interests and stakeholders - Empowering stakeholders through enhanced access to info; data and analytical skills - Negotiation skills & competencies <p>b. Mobilising and making accessible necessary data and information including strategic thinking and for informed policy dialogue and negotiation</p> <p>c. Develop and making available policy analysis and monitoring tools</p> <p>d. Document and share experiences and lessons in policy design and implementation</p>	<p>a. Institutions & Organisational development (mapping and assessment institutional capacity)</p> <p>b. Assessing and aligning implementation capacity (functional analysis)</p> <p>c. Facilitating institutional change/rules of the game for an enabling environment (implies understanding the socio-cultural political dynamics which influence or limit collaboration)</p> <p>d. Monitoring execution (effectiveness, efficiency)</p>	<p>a. Predictable and evidence-based planning systems: i.e. Organisational capacity (systems, tools and analytical skills) to plan for generation, data management and M&E)</p> <p>b. Project preparation capacity and skills</p> <p>c. Monitoring systems including associated data management and analysis and use of data/information</p> <p>d. Reporting and accountability tools and platforms</p>	<p>a. Partnerships and alliances (building; managing; assessing)</p> <ul style="list-style-type: none"> - Multi-sectorialism – engaging and alliances, partnerships with other sectors (Infrastructure; ICT; Lands; Environment and natural Resources: Health and Education) - Implementation alliances and partnerships with Civil society <p>b. Coordination capacity and tools (e.g. the NAIP)</p> <p>c. Farmer/Producer associations</p>	<p>a. Assessing agric financing capacity and interests</p> <p>b. Financial markets (characterisation; management & access)</p> <p>c. Financial mechanisms</p> <ul style="list-style-type: none"> - Develop know how in establishing private sector friendly financial mechanisms - Incentives and risks <p>d. Public-Private Alliances</p> <ul style="list-style-type: none"> - Determining own bargaining power in building partnerships with domestic & external private sectors - Strengthen expertise to negotiate PPPs - Learning from existing models - Creating a business friendly environment (regulatory frameworks; trust and confidence building) - Prerequisites for success <p>e. Facilitating access to opportunities to strengthen the business capacity of domestic private sector (incl SEMs)</p>	<p>a. Research and innovations (Research Agenda and S&T)</p> <p>b. Education (tertiary and vocation training)</p> <p>c. Technical and Political economy research and analysis (historical; foresight)</p> <p>d. Learning and Innovation Agenda</p> <ul style="list-style-type: none"> - Appropriate structures - Alignment and harmonisation of multi-level learning platforms - Engendering values that support continuous adaptive learning at an organisational and institutional level <p>e. Think tank capacity and systems</p> <p>f. Training and skills development</p>

Functional considerations in the Guidelines					
[3] Delivering transformational change in Africa's Agricultural systems	Commodity value chains	Thematic	Knowledge, Technologies & Innovations	Regional and Global linkages	Other (special)
	<ul style="list-style-type: none"> ○ Livestock value chains ○ Fish & Aquaculture ○ Cereals ○ Fruit & Vegetables Irrigation ○ Local indigenous vs 'imported' food choices ○ Contribution of the commodity value chain to national markets and export potential on : <ul style="list-style-type: none"> - Employment potential - GDP - Wealth generation ○ Competitiveness ○ Domestic Resource Use ○ Investments (quality and quantity) ○ Input Markets and Output Markets ○ Access to Finance ○ post-harvest management 	<ul style="list-style-type: none"> ● Climate change ● Food Security and nutrition (to meet changing consumer tastes and preferences whilst also ensuring rural populations have access etc.) ● Gender= Women, Men ● Population (trends; youth; urbanisation) ● Responsible Investment Guidelines ● Land investment Guidelines ● Risk management ● Leadership and coordination (PS Retreats; Country CAADP Teams; knowledge networks and alliances) ● Farmer empowerment ● Sustainable land & water management and natural resources management ● Partnerships and multi-sectorialism ● Entrepreneurship development (as a strategy for economic development) 	<ul style="list-style-type: none"> ■ Action-Learning and research ■ Advocacy, communication and social marketing ■ Knowledge-Information Support system initiative ■ Technological considerations <ul style="list-style-type: none"> - ICT - Biotechnology - Nano-tech ■ Science Agenda & AR4D ■ Statistics and data 	<ul style="list-style-type: none"> ➤ Regional Integration ➤ Regional Compact and Investment Plan ➤ Competitiveness (global) ➤ Promote Regional Dialogue for Harmonisation of Policies ➤ Trans-boundary markets and trade issues along regional integration goals 	<ul style="list-style-type: none"> › In-country Development Partner coordination Guidelines › Project Preparation Facility (Guidelines) › Reports and Reporting architecture › Value chain development and private sector investment financing › Affirmative actions for private sector and youth education, employment and entrepreneurship

ANNEX 3.2: CONSIDERATIONS IN REVISING THE GUIDELINES

Strategic Thrusts	Question 1: Define the extent to which the current guidelines are adequately addressing the	Question 2: what needs to be changed?	Question 4: what needs to be added? Removed?
Thrust 1: Improved policy design & implementation capacity for agriculture	<ul style="list-style-type: none"> All interested parties have been associated to planning and development of content and process design (private sector, gvt, NGOs, farmers, financial and technical partners). This has been a participatory and inclusive process 	<ul style="list-style-type: none"> Strengthen civil society to play its watchdog role in tracking progress Inclusiveness was not as strong in implementation. Hence, mechanisms to improve this are yet to be identified Focus on NAIPs Linkage of existing policies to 6% Agricultural growth rate 	<ul style="list-style-type: none"> Strengthen technical capacity to build autonomy in planning More focus on policy Clear policies that are linked to 6% agricultural growth rate CAADP process- should be customised in the national systems; and embedded in the national development plan Engagement process- private sector in the CAADP process; youths; gender mainstreaming (women and men); smallholder farmers; academia on agriculture and rural development
Thrust 2: More effective and accountable institutions to drive planning and implementation of public policies and investment programmes	<ul style="list-style-type: none"> Institutions are beginning to work together Institutional stability has been helpful in keeping the momentum 	<ul style="list-style-type: none"> Insist on the notion that CAADP isn't the business of the sole Minagri Insist on ensuring multi-sector nature of CAADP Team in its day-to-day business Weak institutions to drive desired change in planning and implementation of public policies Inadequate institutional arrangements for implementation of NAIPs Lack of appropriate institutions to drive private sector engagement in NAIPs 	<ul style="list-style-type: none"> Make reference to notion that over years, CAADP experience has shown that stability of coordinating unit comes with better planning and implementation process Deliberation of coordinating unit have to be made public and streamlined accordingly Clarity and linkages on working relationship between the NAIP teams and CAADP country teams Clarity on the ToR , leadership roles and responsibility for non- state actors Attract and coordinate private sector coordination; conceptual classification of private sector including their roles and responsibilities

Strategic Thrusts	Question 1: Define the extent to which the current guidelines are adequately addressing the	Question 2: what needs to be changed?	Question 4: what needs to be added? Removed?
Thrust 3: More inclusive and evidence based agriculture planning and implementation processes	The process so far has been inclusive and stock taking is evidence based	<ul style="list-style-type: none"> Beyond IFPRI country modelling, countries need to undertake regular surveys to inform priority setting Weak institutional linkages to coherent data analysis Implementation of CAADP tends to be the purview of the MoA but food security is multi-sectoral 	<ul style="list-style-type: none"> Data collection analysis and dissemination as well as defining the data needs (e.g. political economic analysis) Structural and programmatic approaches for multi-sectorial collaboration on CAADP to begin at continental level and cascade downwards Realising and deepening evidence based policy analysis (country driven with political drive) Data collection, documentation and analysis especially in – gender and age disaggregation; value addition and commercialisation.
Thrust 4: Improved coordination and partnerships across all sectors	<ul style="list-style-type: none"> CAADP has been elevated to be reference for planning and implementation Better collaboration between public sector and partners Better alignment of partners priorities on country's priorities Partnerships in existence between national- sub regional and continental bodies Regional processes are on-going (ECOWAP, COMESA etc.) 	<ul style="list-style-type: none"> Partnerships are not evolving or sustainable Lack of guidelines for regional processes More coherent planning between AUC-NPCA-REC regional specialised institutions and countries 	<ul style="list-style-type: none"> Recommend in countries without to establish such collaboration Find ways of making clear that only CAADP compliant projects will qualify for cooperation with donor Guidelines for regional process Joint identification of priorities actions and implementations RAIPs should adequately respond to the national priorities to address trans-boundary issues
Thrust 5: Increased investment financing in Agric	<ul style="list-style-type: none"> CAADP has helped establish funds for agricultural sector (ECOWAPF) Countries have established competitive funds to support dedicated projects (e.g. Togo, etc.) Country and regional processes have helped to increase public investment financing for agriculture Evidence that countries have 	<ul style="list-style-type: none"> How do we make sure that financing initiatives do not come only from public sector Guidelines for investment are public sector biased e.g. focus on budgetary allocation Quality of investment (RoR) (needs therefore to be defined in new revision) 	<ul style="list-style-type: none"> Establishing farmers' University is an avenue that could be explored and communicated to countries Improve windows for private sector engagement in financial initiatives e.g. GAFSP, S3A etc. Communication in a public affairs manner African case studies that cater for CAADP:- Knowledge in various forms; Wikipedia;

Strategic Thrusts	Question 1: Define the extent to which the current guidelines are adequately addressing the	Question 2: what needs to be changed?	Question 4: what needs to be added? Removed?
	increased annual budgetary allocation beyond 10% e.g. Ethiopia, Burkina Faso and Rwanda etc.		institutionalisation of CAADP <ul style="list-style-type: none"> Managing interests in power relations
Thrust 6: Enhanced knowledge support & skills development for agriculture through science and technology, education and training	<ul style="list-style-type: none"> CAADP has brought about a considerable amount of knowledge and CAADP implementation has catalysed a number of processes that are leading to enhancing KIS e.g. NARIs, tying research agenda to CAADP. S3A 	<ul style="list-style-type: none"> Knowledge support needs to be better grounded in African national tertiary institutions Lack of coordination among knowledge support institutions/partners Thematically aligned knowledge support institutions need to be revisited 	<ul style="list-style-type: none"> Generate a matrix on 3 to 4 success stories and lessons learned at country and REC levels to be informed on a yearly basis. Generate a matrix on 3 to 4 innovations and technologies that have been successful (imported or endogenous) Timeliness Quality control Accountability Develop a critical mass of peer learning , strategic and analytical thinking capacity

ANNEX 3.2: CONSIDERATIONS AND PRESENTING CLARITY ON CAADP VALUE ADDITION WHEN REVISING THE GUIDELINES

	3.5 increased public and private investment financing across all components of the agriculture value chain	3.6 improved access to quality data; strengthened analytical capacity & strategic thinking; improved capacity for S&T and innovations
1. Main goal of the Value Addition (level 3 thrusts) guidelines	Assess capacity needs in all components and design tools to develop and/or strengthen capacity along the planning and delivery process	
2. Indicators	Same	Same
2.a. tools and strategies	Set of tool to help countries develop mechanisms for resource mobilization <ul style="list-style-type: none"> Engage professionals (e.g. accountants) to measure Integrated Reporting; Technology innovation inclusivity, e.g. small, medium, large; Link national, regional, continental and off-continent 	Set of tool to help countries develop templates for agriculture vocational training curricula development <ul style="list-style-type: none"> Provide tool to develop curricula for agriculture vocational training Why vocational training: making the case Target groups Successful models of vocational training

CAADP

	<p>processes, especially in the private sector, starting with entrepreneurship</p> <ul style="list-style-type: none"> • Implement multi-sectorial program design • Developing a legislative agenda as source of business, farmers, and government partnering 	<ul style="list-style-type: none"> ○ The Centre Songhai Model ○ Others • Template for content development
2.b. result areas	<p>Result area 1: Financial mechanisms</p> <ul style="list-style-type: none"> • Develop know how in establishing private sector friendly financial mechanisms to support value chain implementation • Incentivize countries through the RECs to use these mechanisms • Create pool of a diversified technical to support the country teams • definition, rationale • Role of RECs in policy harmonization -directives in getting countries moving with their own national arrangements, and that are aligned on the regional frameworks (existing samples in UEMOA, ECOWAS, etc. could be used for illustration) • Typology of existing models and set of selection criteria to guide countries make informed decisions • Risk sharing and management • Smart targeting of end-users 	<p>Result area 1: Research and innovations</p> <ul style="list-style-type: none"> • Elaborate an approach on adaptation of innovations and technology to the needs of users • Impact-oriented policies and strategies • Improved African strategic thinking incorporated • Better inter-ministerial collaboration
	<p>Result area 2: PPP</p> <ul style="list-style-type: none"> • Strengthen knowhow, negotiation skills / bargaining power in building partnerships with both domestic and external private sectors • Strengthen the expertise in designing and implementing PPPs • Why it is important? • What it means in the context of CAADP? • PPP is for all private sector actors including domestic and external. Public sector often only views it as a business • Existing models • Prerequisites for success 	<p>Result area 2: Training and capacity development</p> <ul style="list-style-type: none"> • Engage tertiary institutions to be part of documentation and knowledge generation of CAADP processes; • Include agriculture/agribusiness in education curricula; • Take advantage of in-country socio-economic research institutes; • Gather disaggregated data in entire education chain, especially from rural areas, i.e., women, men, youth (including school drop-out rate of girls), to the smallest unit of implementation, such as communities
3. Required support actions by institutions at:		
3.a. regional level	<ul style="list-style-type: none"> • Regional directives for countries to adopt and harmonize 	<ul style="list-style-type: none"> • Assist countries harmonize curricula

	<ul style="list-style-type: none"> relevant national legal frameworks • Advocacy • M&E • Mobilisation of technical, organizational and financial support 	
3.b. continental level	<ul style="list-style-type: none"> • Facilitation of the guidelines development • Communication strategy for adoption and ownership of the guidelines • Quality insurance check and M&E • Ensure RECs have the capacity to backstop countries • Advocacy • M&E • Mobilisation of technical, organizational and financial support • Sharing of best practices across countries and Regions • Facilitation of dialogue across countries and regions • Harmonisation of regional policies • Mapping • Gap analysis of the institutional capacity 	<ul style="list-style-type: none"> • Facilitate curricula development building success stories • Illustrate with the Songhai Centre in Benin • Enhancing the capacity of the institutions • Capacity development • Facilitate provision of technical expertise • Conduct evidence based research • Participate in data generation and analysis • Provide convening power e.g. of Ministers • Facilitate peer learning • Linking farmers to NARIS and to Policy makers