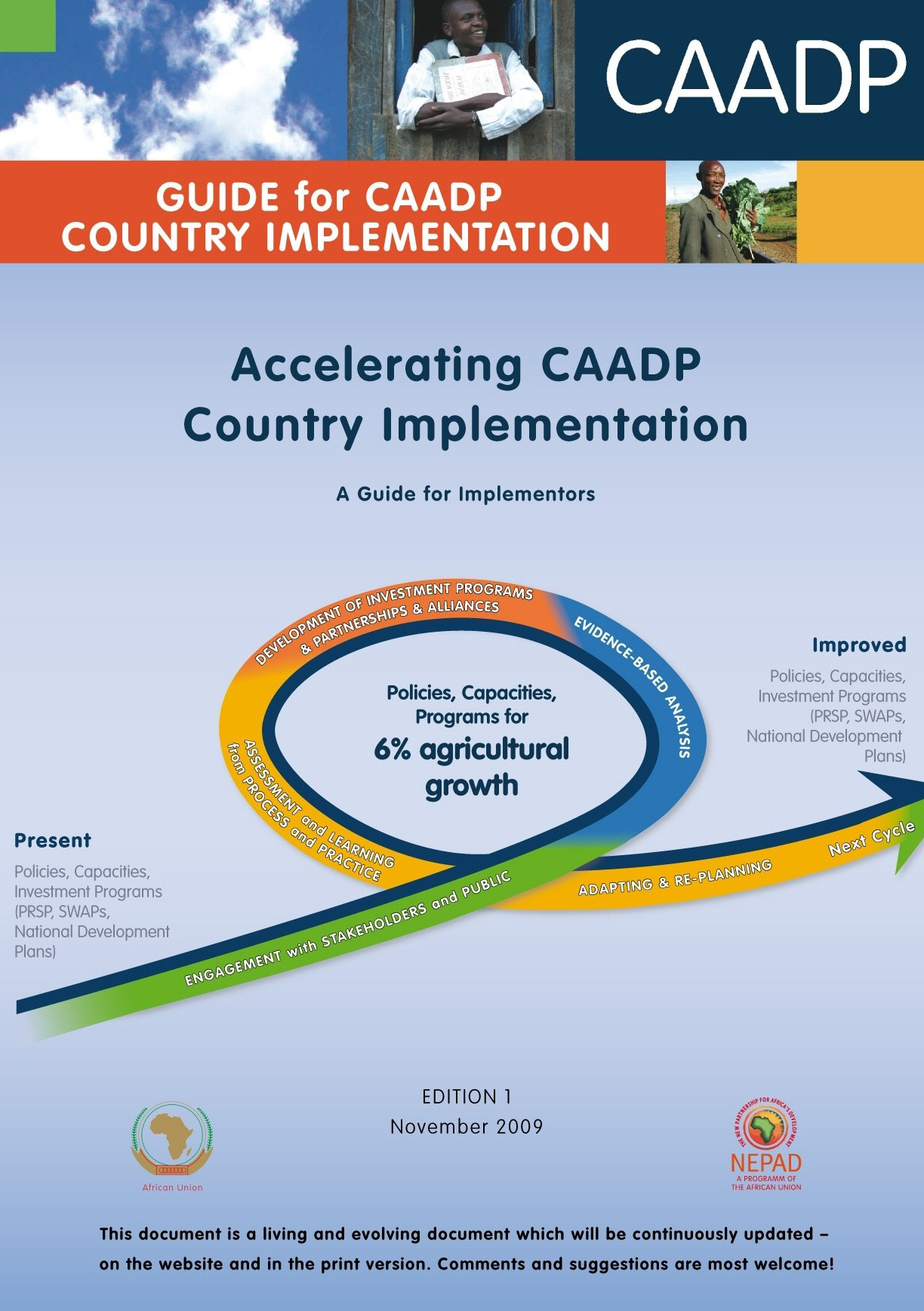
**Sustaining the CAADP Momentum**

**-Going for Results and Impact-**

**The CAADP 10-Year**

**Results Framework**

****

Sustaining the CAADP Momentum: Building on the gains and Embracing the lessons to delivery Results and Impact

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# PREAMBLE

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

The first decade of CAADP implementation (i.e. 2003-13) being more a self-discovery, innovation and re-establishment decade has provided critical gains and achievements and profound lessons. This provides a cardinal basis and foundation as well as lessons to foster the next (2nd decade) in a clearer and resolute manner, and directing CAADP towards definite results and impact. The gains and lessons of the first decade have given Africa the opportunity to move into the 2nd decade with the conviction and ability to bring about sustainable TRANSFORMATION of African agriculture and ensure this transformation delivers tangible contribution in achieving economic growth and inclusive development especially with regard to elimination of hunger and malnutrition, reducing poverty and making prosperity a reality for the continent’s populations. To ensure that progress is being made at the same time strengthening systems for self-learning and evidence-based accountability, the Sustaining CAADP momentum has put a RESULTS FRAMEWORK at the center of the strategic thrust for implementation of CAADP over the next decade.

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

Sustaining CAADP momentum Results Framework provides Africa and partners a solid presentation of the Agriculture development agenda in terms of goals, priorities, strategies and targets. Through the application of the Sustaining CAADP momentum Results Framework, member states, regional and continental support institutions and stakeholders will be determining “what actions to continue doing”; “new things to start doing”; and “what thing to stop doing”. The Sustaining CAADP momentum Results Framework presents a political and technical pillar to foster alignment in collaboration with partners. It provides mechanisms to respond to emerging issues including climate change, globalized food and energy systems, Africa’s population growth and urban migration trends, nutrition and improvements in governance.

Implementation of the Sustaining CAADP momentum Results Framework is vital. In this regard, the Sustaining CAADP momentum Results Framework is a “living component” in the efforts to enhance capacity to effectively deliver desired results and sustainable growth. This is why the Year 2014, also declared African Union Year for Agriculture, Food Security and Nutrition is a crucial part of finalizing the development of the CAADP Results Framework through country and regional grounding, adaptation and inherently operationalizing within the existing CAADP implementation processes. For this purpose, the African Union Commission, the NEPAD Agency in liaison with the Regional Economic Communities places this document in your hands – country players and stakeholders and all those working on or supporting transformation of African agriculture for improved performance.

|  |  |
| --- | --- |
| **H.E. Rhoda Peace Tumusiime,** Commissioner, Rural Economy and Agriculture, African Union Commission | **Dr. Ibrahim Assane Mayaki,** Chief Executive Officer, NEPAD Planning and Coordinating Agency |

# ACKNOWLEDGEMENTS

# ACRONYMS AND ABBREVIATIONS

|  |  |
| --- | --- |
| AfDB | African Development Bank |
| AU | African Union |
| CAADP | Comprehensive African Agriculture Development Programme |
| CGIAR | International Centre for Agricultural Research |
| COMESA | Common Market for East and Southern Africa |
| CSO | Civil Society Organisation |
| EC | European Commission |
| FAO | Food and Agricultural Organisation of the United Nations |
| FDI | Foreign Direct Investment |
| GDP | Gross Domestic Product |
| IFAD | International Fund for Agricultural Development |
| IFPRI | International Food Policy Research Institute |
| IMF | International Monetary Fund |
| MDG | Millennium Development Goals |
| MTEF | Medium Term Expenditure Framework |
| NARS | National Agricultural Research System |
| NEPAD | New Partnership for African Development |
| NEPAD Agency | NEPAD Planning and Coordinating Agency |
| NGO | Non-Governmental Organisation |
| NSB | National Statistical Bureau |
| ODA | Overseas Development Assistance |
| PPP | Public Private Partnerships |
| ReSAKSS | Regional Strategic Analysis and Knowledge Support System |
| SACAU | Southern African Conference of Agricultural Union |
| SADC | Southern Africa Developing Community |
| SLM | Sustainable Land Management |
| UNCCD | United Nations Convention To Combat Desertification |
| UNDP | United Nations Development Programme |
| USD (US$) | United States Dollar |

# INTRODUCTION

## WHY THE CAADP RESULT FRAMEWORK NOW?

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

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

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

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

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

**Box 2**: The Sustaining CAADP Momentum 10-Year Results Framework is NOT:

A replacement document for CAADP

Ignoring CAADP four pillars

Re-launching a new planning process

Rather, IT IS:

1. Effort and guide to systematically strengthen the focus on implementation and delivering results
2. Means to set and monitor clear and attainable results and impact goals
3. Tool to foster alignment and harmonisation in the numerous efforts and initiatives on agriculture development

Tool to support the iterative and learning nature of the CAADP implementation process

The CAADP results framework will be important in consolidating the transformational change being achieved in the first decade of CAADP implementation. The CAADP Results Framework will facilitate and enhance better planning by ensuring clear goals, tangible results with understanding of associated assumptions as well as set of interrelated actions that will contribute to delivering the results and impact. The CAADP Results Framework is an essential component of the tools and processes that will enable the desired leap in the performance of agriculture in Africa. The CAADP Results Framework provides a single framework for results based programming and performance assessment in agriculture, as well as providing benchmarking framework for national level processes and practical guidance to foster alignment and harmonization at all levels.

**Box 3:** In the CAADP Results Framework, Africa is setting priorities, determining what to continue doing; what to abandon and what new things to start doing – with a focus on results and impact

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

## WHO IS THE CAADP RESULTS FRAMEWORK FOR?

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

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

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

## TIME FOR BOLD DECISIONS AND ACTIONS TO DELIVER RESULTS AND IMPACT

Whilst CAADP implementation over the last 10 years has brought out lessons around issues of RESULTS and IMPACT, there is growing critical demand for information on what kind of actions are required to deliver the desired results and impact. This has brought to the fore transformative issues (i.e. change in behaviour and mind-set leading to change in systemic capacity and ability). For Africa to accelerate the pace towards this transformation, CAADP stakeholders have identified some of the critical aspects in terms of: a) what to continue doing; b) what to stop doing; and c) things to start doing, as follows:

1. **Examples of good things that are happening and should continue to happen** as identified by African stakeholders include: Africans should sustain their renewed attention to agriculture as a priority sector; increased investments into the agricultural sector; improving and sustaining an enabling environment for private sector; renew their vigour and attention to gender equality and focus on the youth; sustain their regional efforts towards integration; develop and make use of African owned country led initiatives to unleash the Continent’s development potential; and continuing to nurture the peer learning culture that is emerging among Africans.
2. **Examples of bad things that Africans should stop doing** as identified by African stakeholders include: Africans should stop begging and importing food; stop selling arable land for fuel at the expense of agriculture; stop paying lip service to agricultural investment; public sector should stop crowding out other stakeholders; stop policies that benefit urban consumers at the expense of rural producers; stop poor inclusiveness in matters that affect people in the agricultural sector (farmers, travellers, agri-business); unsustainable use of land and selling land without due diligence; lack of ownership of CAADP by some sections of the agricultural sector at country level; Africans should stop the over dependence on donors for agriculture investments.
3. **Examples of things that are not happening and Africans should start doing** as identified by African stakeholders include: need for more aggressive African agribusiness entrepreneurship on the domestic and global markets; governments should be encouraged to accurately value those natural resources that they need in agricultural production e.g. land, water, labour etc.; governments should develop policies that promote value addition to agriculture production through investments in agro processing and infrastructure; policies that provide necessary skills, technologies and knowledge required by the agriculture sector; African agriculture should be more people centred, and people driven for impact in a competitive but sustainable way; CAADP should be more about shifting in mind-set from attempts to deliver agriculture development to the people - to empowering people to unleash their own potential; promoting transparency and accountability at all levels for the development of Africa’s food and agriculture systems; review plans annually to evaluate where we are, monitor results and plan factoring in improvements.

The CAADP Results Framework will help countries to internalize the drive to identify and address, within local circumstances, the change “in-the-way-we-do-business” aware that delivering results and impact is a matter of not simply doing more of the same things.

## CROSS SECTORAL ASSUMPTIONS AND PRE-CONDITIONS FOR SUCCESS

At a higher level, the Sustaining CAADP Momentum and associated Results Framework does recognize and makes the point that sustained success of African agriculture will also depend on the extent to which countries will be able to bring out and address agriculture as a multi-sectorial issue. This is horizontally across Government Ministries and sectors (e.g. water, energy, local government, ICT etc…) or thematically (e.g. institutional and governance factors) and vertically (from community and national into regional and continental policies and programmes).

Additional to the countries advancing agricultural development as a cross-cutting multi-sectorial issue, the following are noted as multi-sectorial underlining factors which will directly influence the rate and form of success in performance of agriculture in member states:

1. A sound and robust industrialization policy and strategy;
2. A sound and country driven economic regional integration agenda (markets and trade); and
3. Pro-active policies and investments in science-and-technology and skills development including knowledge generation and management.
4. A sound and robust economic diversification policy and strategy with agriculture positioned as a lead/key driver for economic growth

Informed and deliberate overarching national policies and strategies on (a) women and youth and (b) climate change and sustainable land and water management will be important not just in optimizing on the national resource base, but also in distribution of national wealth and attaining inclusive development

It is also recognised that decentralized decision making processes which empower sub-national right down to community level actors will be cardinal in ensuring the impact of agriculture growth reach wider and local communities, including the smallholder farmers. Within the agriculture sector, this will be pursued under the Level 3 (in the Results Framework) - Institutional capacity development.

# THE CAADP RESULTS FRAMEWORK

## RATIONALE AND SCOPE

The Results Framework has its main relevance and application at country level in preparing and in implementing the second decade of CAADP (2014 to 2024).

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

In this context, the CAADP Results Framework has been developed in three result-impact levels also reflecting the logical causal relationship.

**Levels 1** highlights the higher level socio-economic growth and inclusive development parameters which improved agriculture performance is expected to contribute to. Specifically, three factors have been identified as key results areas on which improved agriculture performance should manifest, namely (a) wealth and job creation; (b) poverty reduction and improved food and nutrition security; and (c) reduction of inequalities and strengthening resilience (See: Figure 3). Related indicators as well as continental level targets are elaborated in Tables 2 to 4. It is the significance of agricultural contribution to these results areas which will demonstrate the phrase “agriculture-led” growth and development.

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

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

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

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

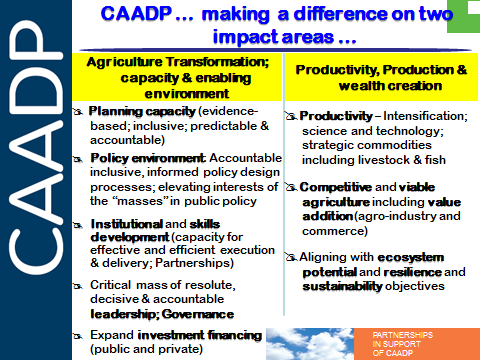


Figure 1: Two-pronged approach: Transformation and Productivity

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

## STRUCTURE OF THE CAADP RESULTS FRAMEWORK

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

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

FIGURE 2: CAADP 2014-2024 RESULTS FRAMEWORK

**Level 1 – Agriculture’s Contribution to economic growth and inclusive development**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Wealth creation** | **Economic opportunities and Prosperity – jobs & poverty alleviation** | **Improved Food and Nutrition Security** | **Resilience** | **Environmental sustainability** |

*Assumption: Countries follow an agriculture-led, inclusive growth strategy for social and economic transformation.*

Impact to which CAADP contributes (indirect link)

3.6 Enhanced knowledge support and skills development for agriculture through improved S&T, Education & Training; Peer learning; Analytical capacity & strategic thinking

3.5 Increased (public/private) investment financing in agriculture achieving better value for money

3.1 Improved and inclusive policy design and implementation capacity for agriculture

3.2 More effective and accountable institutions to drive planning and implementation of public policies and investment programmes

3.3 More inclusive and evidence based agriculture planning and implementation processes

3.4 Improved coordination, partnerships and alliances within and across sectors and countries (regional trade and collaboration)

Added value of CAADP support and interventions to institutional transformation and CAADP operational effectiveness is measured at this level

**Level 3: Strengthening systemic capacity for effective execution and delivery of results**

***Assumptions:*** *Political leadership ensure conducive and stable policy environment, including sustained increase in agriculture public sector investment .*

***CAADP INPUTS:*** *IMPLEMENTATION GUIDELINES; KNOWLEDGE POOLS;* CAPACITY BUILDING, PEER REVIEW MECHANISMS

**Level 2 – Agricultural Transformation and Sustained agriculture growth**

*Main Assumptions: Systemic capacity for transforming agriculture as envisaged in Level 3 results is attained*

2.1 Increased agricultural production and productivity

2.2 Better functioning national agriculture and food markets & increased intra/inter-regional trade,

2.3 Expanded local agro-industry and value addition

2.4 Improved management and governance of natural resources for sustainable agricultural production

Changes in African agriculture resulting from implementation of CAADP (a reflection of the performance of African agriculture)

This provides rationale for the components (result areas) in each level. Table 1 provides some detailed explanation in this regard.

***TABLE 1: RESULTS LEVEL AND GENERAL DESCRIPTION***

|  |  |
| --- | --- |
| Result level | Description |
| Level 1: WHY? (IMPACT)   * Defines ultimate IMPACT in terms of social and economic transformation of the African society. * These are high level results reflecting medium to long term changes in terms of inclusive prosperity and ecosystem resilience * These IMPACT levels are not 100% attributed to Agriculture; moreover most of agriculture’s contributions are indirect. The issue therefore, is the extent to which agriculture is contributing (extent and rate) to attaining these impacts. | Adapting and achieving Level 1and level 2 targets are responsibilities of national and regional level institutions. Achievement of Level 1 and 2 targets by countries will indicate progress made in strengthening the regional and international competitiveness of African agriculture and its overall impact on the continent’s socio-economic growth and development.  This is directly about TRANSFORMATION and PERFORMANCE of the AGRICULTURE SECTOR.  The Levels 1 and 2, targets are meant to serve as continental level benchmarks. The issues involved reflect priority areas and overarching principles and values which also make defining and implementing trans-boundary and regional programmes a feasible and viable option. Countries will use these targets in bench marking the setting and evaluation of national level goals and targets  CAADP implementation support will provide technical guidance including historical and foresight analysis to help countries determine country-specific feasible growth levels and rates (financing, implementation, etc…) to attain the visionary targets in the time given |
| Level 2: WHAT? (OUTCOMES)   * Defines results in terms of agricultural production, productivity, competitiveness and regional and global integration * Identifies the intended (priority) agriculture specific results (outcomes) which in turn contribute to IMPACT (Level 1). * Defines the goals which agricultural interventions will aim for. |
| Level 3: HOW?   * Defines results in terms of systemic capacities to effectively finance and implement agricultural policies and programmes at national level * This level also defines the priority result areas which constitute “CAADP implementation support”. * Elaborates the CAADP specific results areas through implementation and implementation support and interventions at national, regional and continental levels. * CAADP implementation support will pursue results in the six result areas defined in this level. This can also be interpreted as the CAADP-specific value addition to agriculture transformation and improved performance * Attaining the results in these six areas will enable countries to strengthen and align planning and implementation capacity, i.e. improving execution and delivery (effectiveness, efficiency as well as appropriateness) of results. It will also strengthen the enabling environment (especially with regard to policies) | The Level 3 defines organisational and human ABILITY and CAPACITY to plan and execute agricultural development policies and programmes at national levels. Level 3 defines the interventions and results areas specific to CAADP implementation support, i.e. implementation CAADP will be addressing one or a combination of result areas defined in the Level 3.  Delivering on the six result areas identified under this level will enable and empower the countries to achieve appropriate, effective and efficient performance of the agricultural sector (i.e. level 2) and consequently contribution to impact issues (level 1) |

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

Table 3 in Annex 1 is basically a diagrammatic representation of the CAADP Results Framework. The diagram shows the 3 levels of results. Tables 3.1, 3.2 and 3.3 show the breakdown of the Level 1 to 3 respectively, in terms of proposed indicators at continental level. These indicators are still under development and as the tables indicate, each indicator has a baseline of 2013, then a 5-year target for 2018, and a 10-year target for 2023. Further work and research is needed to establish these 3 figures for each proposed continental level indicator. The process of arriving at these figures is iterative, with countries and regions offering their current targets and indicators, while continent level analyses will also inform figures emanating from countries and regions, ultimately building consensus on continental level targets and indicators. Countries and RECs will concurrently review their targets and indicators in light of emerging continental consensus.

## CHANGE PATHWAYS FOR STRATEGIES AND INTERVENTIONS

Annex 2 is an illustrative attempt to show the causal links between potential strategies at continental/regional Level 3 that is the ‘CAADP implementation support’ and the relevant intended results. Country and regional level Results Frameworks, and programmes and project designs are encouraged to analyse these pathways for each proposed strategy and intervention.

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

1. The intended Result (with an indicator/s (to measure result);
2. The Interventions/investments/strategies that will work individually and/or collectively to achieve result);
3. Components causing change and forming pathways towards main result (the main categories of change agents and levers of change include: capacity building; influence and visibility; leveraging resources; and direct impact);
4. Intermediate results leading to main result (often require process indicators); and
5. Assumptions (that have to hold for change pathway to be valid).

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

## THE “FRONTLINE DASHBOARD” of KEY CHANGE AND IMPACT DESIRED BY 2024

The “frontline” Dashboard comprises a smaller aggregation of priority indicators that collectively provide immediate (near-term) preview and indication of progress both in terms of (a) INPUTS, i.e. actions being done including e.g. levels of financing; and (b) RESULTS (outputs and outcomes). The Dashboard should be able to tell the story in giving an indication of whether the country is on course to attaining set CHANGE and IMPACT goals, from institutional capacity, to productivity and competiveness of a transforming agriculture and how agriculture directly and indirectly contributes to overall social and economic development. The frontline Dashboard should be able to provide, “at a glance” some reasonable indication of form and rate to progress being made on, especially, as regards the input-output parameters.

The Dashboard will be an easy to read, real-time user interface showing a snapshot on key parameters on current status and historical trends of key performance indicators on African agriculture. This should enable instantaneous and informed decisions to be made at a glance.

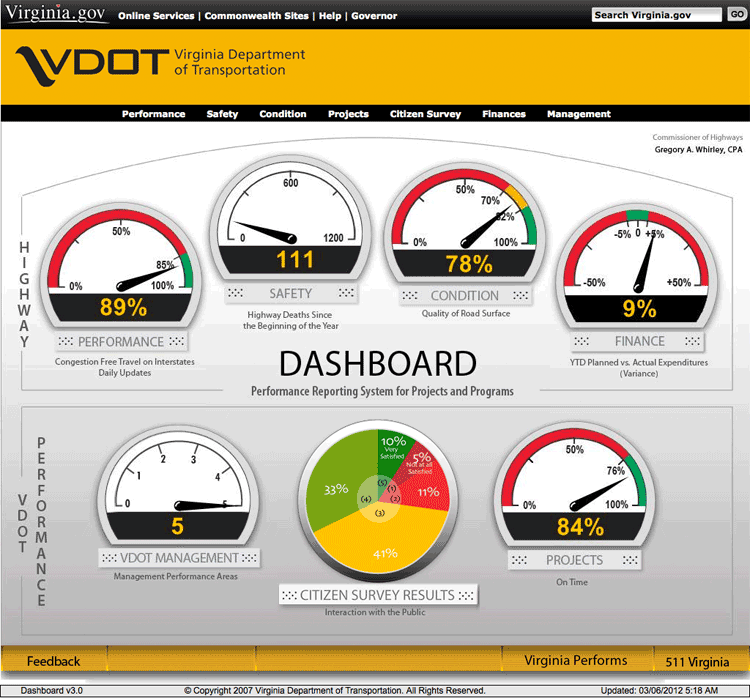
Dashboard indicators provide a smaller set of data that show the status of a country, region or continent and therefore usable for more regular management reporting purposes, e.g. Annual Reports.

This is especially important for leaders at all levels as much as it is for technical review and assessment of progress and if necessary, to ensure corrective measures are taken in time. The following “aggregate indicators” are identified for the “African Agriculture Performance Dashboard” (Figure 3):

* 1. AGRICULTURES’ CONTRIBUTION TO ECONOMIC GROWTH AND INCLUSIVE DEVELOPMENT (OUTCOME – IMPACT INDICATORS)

The Results Framework in Figure 2 and Table 3.1 show the Result Areas namely: wealth creation; food and nutrition security; resilience to stresses and shocks. CAADP and agriculture contribute to these indirectly. For the Dashboard, the select few indicators are:

* + Agriculture value-added GDP growth;
  + Contribution of agriculture to total employment;
  + Global Hunger Index and Food Aid Dependency Index; and
  + Community and National Resilience Index



Productive safety nets and Social protection measure

Global Hunger Index and Food Aid Dependence Index

Agriculture value-added GDP growth

Contribution of agriculture to total employment

Figure 3: An illustration of the high-level Agricultural Development Impact Dashboard

b) AGRICULTURE AND AGRIBUSINESS DEVELOPMENT (INPUT-OUTPUT INDICATORS

The Result Areas under Level 2 and 3 are: improved production, productivity and competitiveness of agriculture; agribusinesss development; regional economic integration; sustainable management of the environment; improved and inclusive policy practice; more effective and accountable institutions; more inclusive and evidence-based agriculture planning and implementation processes; improved partnerships and alliances; increased (public and private) investment financing; and enhanced knowledge support and skills development. For the Dashboard, the select few indicators are:

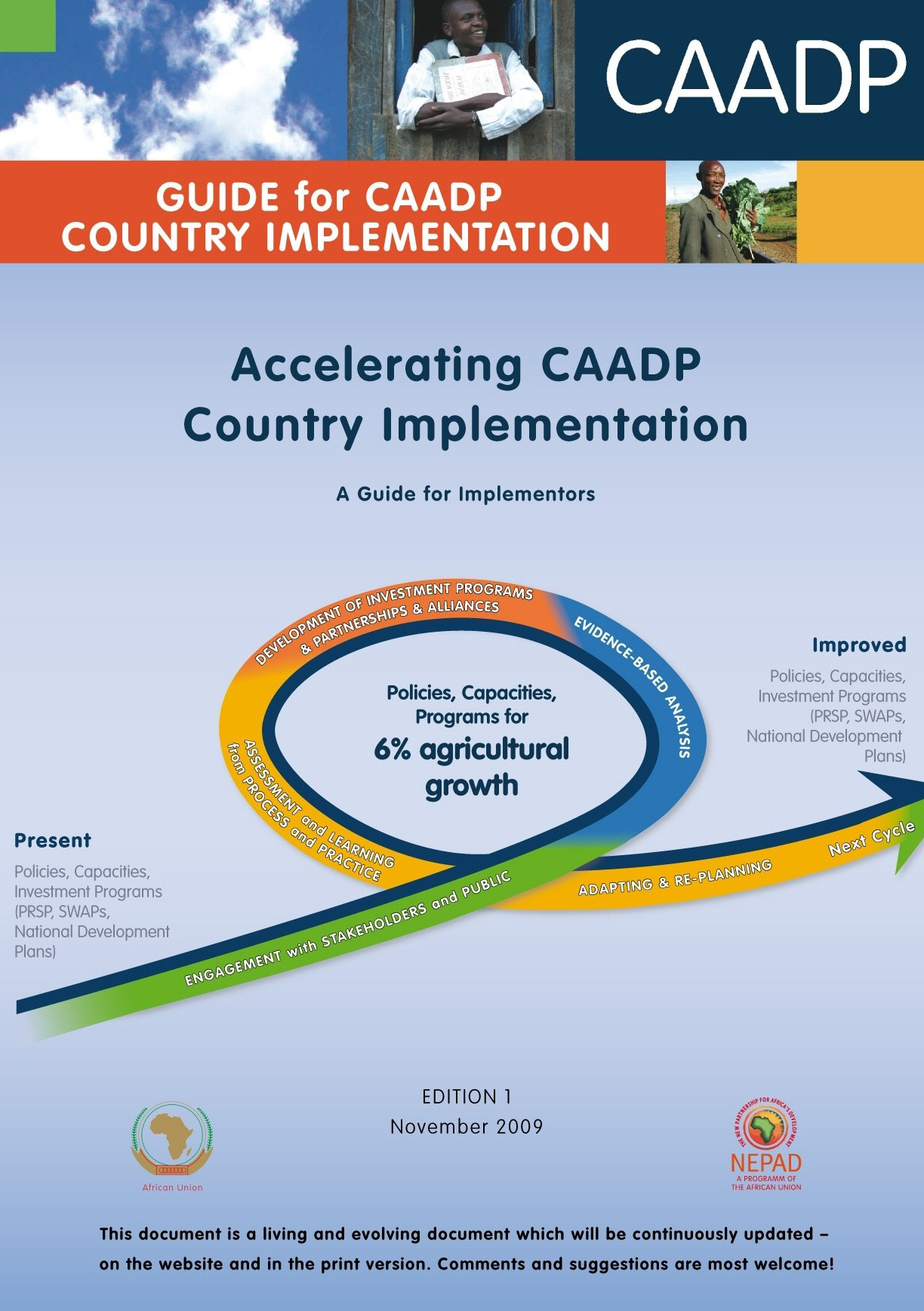
* Investment financing from both public and private sector;
* Ease of Doing Agribusiness/Competitiveness Index (Entrepreneurship, Markets/Trade);
* Agriculture Policy Implementation Index (incorporating decisive and visionary leadership and institutions);
* Regional integration index
* Agricultural related Infrastructure development index
* Ecosystem services quality index

# USING THE CAADP RESULTS FRAMEWORK

# GENERAL

The CAADP Results Framework is an integral part of the country CAADP implementation. Therefore, implementation of the CAADP Results Framework implies integrating its features and principles in the CAADP implementation exercises and processes at all levels (See Figure 4). Whiles elements of the CAADP results framework come into play from the very beginning of implementing CAADP especially those already advanced with their Investment Plans, the CAADP Results Framework is introduced with the main focus on implementation – firming up clear and tangible results as well as streamlining and strengthening capacity to monitor implementation and results. In this regard, the CAADP Results Framework is intended to draw more attention and effort to (a) the need to have clear, attainable and measureable goals and targets over a defined period of time; (b) clarity in evidence-based understanding of the process and milestones that will lead to the desired change, results and impact. In this way, the Results Framework is able to catalyse and provide for:

* Objectivity and clarity of purpose in tracking performance and results;
* A sound and evidence-based system to pursue accountability; and
* Alignment and harmonisation, which enhance coherence in the development efforts.



Integrating the CAADP RF

Integrating the CAADP RF

The CAADP RF as an integral part of the Programme design and monitoring of execution and delivery

Figure 4: Entry points for the Results Framework in the country CAADP implementation process

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

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

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

# THECAADP RESULTS FRAMEWORK EMBRACES AND FOSTER A HOLISTIC AND COMPREHENSIVE PERSPECTIVE OF THE AGRICULTURAL DEVELOPMENT AGENDA

The RF is applicable to all institutions, programmes, and projects working on and supporting agricultural development initiatives from state through to non-state programmes and efforts. . Once again the RF is usable *ex-ante* in preparing strategy and plans as well as *ex-post* in crafting M&E and other performance measuring and performance enhancing tools. The following are examples of CAADP related activities and how they apply the CAADP RF within the context of the needs and expectations of countries implementing the RF:

* ***National Agricultural Investment Plans (NAIPs):*** As already alluded to, each CAADP country team will need to strengthen or develop a results framework for their NAIP. In the next decade the priority is mobilising private sector investment, associated catalytic public sector finance, as well as requisite institutional and policy developments. The *ex-ante* applications of the country RF include consolidating and précising implementation aspects of the investment plans with theory of change analysis and political economy analysis on the above. Ex-post applications are in strengthening M&E and performance management tools. The Continental RF and national RF feed into each other as living documents.
* ***Regional Agricultural Policies (RAPs):*** Each of the RECs has concluded or in the process of preparing regional agricultural policies. Regional integration is a major result area for CAADP and in preparing the RF for each RAP this aspect requires special attention in term of explanatory pathways for accelerating regional integration as well as performance management of the same.
* ***Continental priorities investments in commodities:*** The Abuja 2006 Food Security Summit called on African countries to promote and protect rice, legumes, maize, cotton, oil palm, beef, dairy, poultry and fisheries products as strategic commodities at the continental level. Wheat was recently added to the list. Cassava, sorghum and millet are priorities at sub-regional level. Countries of course develop their priorities that take precedence over regional and continental priorities. It follows therefore that for regional and national investment plans and performance indicators, these commodity priorities need recognition. Moreover, a deeper analysis is required in justifying the priorities and in explaining how these contribute to the development goals and processes at AU level.

Below are illustrations on thematic aspects:

* ***A Science Agenda for Agriculture in Africa***: CAADP investments at regional and continental levels (e.g. KIS, ReSAKSS, Tertiary and Vocational Training Initiatives) will have their RFs and M&E tools fed from the CAADP continental RF and vice versa. Country NAIPs need to revamp their science agenda through interrogation with the emerging Science Agenda for Agriculture in Africa (SAAA). The main goal of the SAAA is that each country should have some capability to generate new knowledge as well as the capacity for “intelligent borrowing” of scientific discoveries elsewhere for adaptation to local situations. Science should be managed so that it contributes towards making agriculture more productive, competitive, sustainable, and inclusive. African countries can and must increase domestic investments in science for agriculture. Building science capacity is a long-term commitment. Science needs to be responsiveto the changing needs. Visionary science leaders, especially at the national level, must accelerate sharing of knowledge and research facilities, within and amongst countries. Strong national institutions are the building blocks of effective regional collaborations. Africa needs more world-class scientific institutes that are strong and effective in generating and sharing knowledge and facilities. A strategy for Africa is therefore solidarity in science, and ensuring that all countries are able to benefit from the applications of science in agriculture. It follows therefore that each regional and national investment in science for agriculture needs to incorporate the SAAA strategies for planning and performance management.
* ***Fostering improvements in technological advances for enhanced productivity:*** CAADP implementation recognises that it will be critical for institutional transformational gains to at the same time demonstrate value and impact on the volume and quality in the increase in agricultural productivity. The 2nd decade of CAADP implementation support will also prioritise enhanced technological advancements in the efforts to scale-up competitively production and productivity. Specifically, and within the context of priority programmes areas identified in the NAIPs, CAADP implementation support will facilitate programme design on specific technological advances as well as agricultural thematic and sector aspects. Key ones include (a) the core African Union strategic commodities (Livestock, Rice, Cassava, Maize, Cotton, Wheat, Yam and Tea, Coffee and Cocoa) focusing on aspects such as improved seed, disease protection, etc… (b) Input technologies from fertilizers through to machinery including irrigation equipment and ICT and (c) practices including irrigation, climate smart agriculture, etc…
* ***Land governance:*** Strengthening land rights policy and governance is a major component of the AU’s development agenda. The country NAIPs and associated investments may have to deepen the treatment of the land issue in term of strengthening land rights along the AU Framework and Guidelines as well as adherence to Voluntary Guidelines for responsible large-scale investments. These need treatment in the country investment plans and their RFs and M&E tools.
* ***Investment financing into agriculture and related credit insurances:*** In the next decade, planning for and measuring performance will go beyond the targeted 10% public investment. Emphasis is on planning for and in domestic private investment and associated catalytic public investment. In addition, foreign direct CAADP investments (including GAFSP, New Alliance and Grow Africa among others) need treatment accounting for in the RFs and performance indicators.

# USING THE CAADP RESULTS FRAMEWORK AT COUNTRY LEVEL

* + 1. **National level actions to internalise and use of the CAADP 10-Year Results Framework**

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

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

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

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

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

1. With regard to Level 1: Position agriculture in overall national socio-economic growth and

development (inclusive development) trajectory. With clear evidence-based articulation, this should elaborate to the extent of growth and development attributed to agriculture.

1. With regard to Level 2: Articulate within the context of the level 2 priority results areas, what

Extent of performance is desirable (required) to achieve the level and rate of agriculture performance necessary for agriculture to contribute to results and impact articulated at level 1

c) With regards to Level 3: Embracing and applying the RF will compel reflection and in-depth examination of the anticipated or assumed change process (theory of change) including enabling objective review of the associated underlining assumptions made. The greater thrust in the Level 3 impact areas is transformational change essentially in terms of ABILITY and CAPACITY associated to systematic action to unlock the potential for commercial agriculture in Africa.

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

* Specific policy reforms and institutional capacities needed to resolve specific problems and/or to realise specific opportunities
* Prepare financial analyses of investments as separate from economic analyses. Financial analyses should be enterprise specific to show how investments improve profitability for farmers, producers; and entrepreneurs, while economic analyses should use financial analysis results to estimate returns to the related public sector investments and for general interest. Both are useful in mobilising private and public investment.
* A NAIP Results Framework to guide implementation and performance management. Such Results Framework should have a Monitoring and Evaluation tool. In addition, the country level RF should contain change pathways analyses that surface and show causal links between investment activities and desired outcomes, results and impacts. This should start with relationships and pathways between policies, institutions, and investment mobilisation.
  + 1. **Consolidation, strengthening and aligning Results Framework implementation capacity**

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

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

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

1. Preparing, reviewing and rolling over NAIPs;
2. Designing strategies and programmes for implementation;
3. Establishing partnerships and coalitions for action;
4. Mobilising resources and structuring investment deals;
5. Monitoring and evaluation, assessing, learning from practice; and
6. Adapting and re-planning for the next cycle.

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

* + 1. **The CAADP Results Framework in relation to existing national Agriculture Accountability and Performance Review systems**

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

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

* The Agriculture Public Expenditure Review (AgPER) and the Joint Sector Review (JSR). In this way, these set of tools and review-accountability processes are an important and key part of the operationalization of the CAADP Results Framework at country level;
* National budget and associated instruments;
* Agricultural performance monitoring systems;
* The CAADP M&E and Mutual Accountability framework; and
* The Africa Peer Review Mechanism (APRM) review process and Report) as well as the APRM National Programmes of Action (NPoAs) which are designed to follow-up and implement recommendations of the APRM exercise.

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

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

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

# USING THE CAADP RESULTS FRAMEWORK AT REGIONAL-CONTINENTAL LEVELS

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

Provide in a clear implementable and traceable form the priority areas, targets and indicators which will define “CAADP implementation support”. The level 3 in the Results Framework chart provides, at this moment, the identified CAADP implementation Support priority areas

Serve as the central “yardstick” to standardise and benchmark as well as facilitate, guide and compel alignment and harmonization of strategies and programmes by all players and stakeholders, including regional farmer organizations, private sector, civil society, knowledge-research institutions and multilateral and donor partners. At continental level, therefore, the CAADP Results Framework will provide the basis and character for the annual CAADP Outlook Report, currently prepared through ReSAKSS. The CAADP Results Framework should within its initial states help to objectively rationalise on the various technical reports on CAADP and African Agriculture including the current CAADP Trends and Outlook Report.

Implementation of the CAADP Results Framework at regional and continental levels will include monitoring a small group of indicators across countries and regions in order to track progress (productivity as well as transformational). Tables 3.1 to 3.5 provides list of indicators which will be tracked through existing monitoring systems and tools. The Results Framework will also enable Africa’s international agricultural development initiatives, partnerships and alliances, such as Grow Africa, New Alliance and CGIAR Initiatives, Global Agriculture Food Security Programme (GAFSP), etc…, to demonstrate alignment with CAADP objectives, strategies and Africa’s agriculture development agenda.

* + 1. **The CAADP Results Framework Implementation Support Inception phase**

Noting that implementing the CAADP Results Framework will be undertaken as part of the on-going country CAADP implementation support, the actual interventions will be country specific. Countries already with investment plans and focusing on implementation present a good entry point especially in the process of developing and consolidating results and associated M&E systems. Countries that are at various stages before finalising the investment plans will also embrace the Results Framework as part of the planning process. Year 1, i.e. 2014 is designated as the Inception phase for the implementation of the CAADP Results Framework. The declaration of 2014 as African Union Year for Agriculture, Food Security and Nutrition will help to galvanise public energy, debate and consultations, thereby bring the desired attention and reflections on African agriculture and CAADP.

The Inception phase will involve a series of work steams which will be implemented across all the levels facilitating:

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

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

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

The primary preoccupation in the inception phase will involve:

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

# MONITORING, REPORTS AND REPORTING

**IMPLEMENTING THE CAADP RESULTS FRAMEWORK: MONITORING SYSTEMS AND CAPACITY**

The CAADP Results Framework will provide the basis to align country, regional and continental monitoring and reporting as well as outline to guide systematic capturing and documenting of lessons on CAADP and African Agriculture. The CAADP Results Framework will be the primary benchmarking pillar in terms of priorities, goals and targets for all reporting on CAADP implementation support and on African agriculture.

Application of the CAADP Results Framework will require that there is, at all levels, systematic monitoring and evaluation capacity, analytical capacity as well as a coherent reporting systems including documentation of lessons. It is important this does not imply or translate into undue extra burden. Much of these M&E systems exist in one form of another. However, it’s recognised that in most countries these aspects are grossly under-capacitated, under-funded and often not aligned to providing long term comprehensive monitoring and analysis. Most often, even in cases where high quality M&E units exist, they would be operating under highly fragmented arrangements.

**In-country capacity**: Therefore, as mentioned under KIS, below,, one key aspect of general CAADP implementation support and specifically implementation of the CAADP results framework will be multi-pronged approaches to strengthen and align monitoring, data and knowledge management capacity and systems. This engagement does recognise that all the efforts to support strengthening of the monitoring and evaluation and data management systems is primarily to ensure systemic capacity within national systems that supports informed and evidence-base analysis, policy and programme design, implementation and evaluation and learning. It is when these systems are functioning well that it will be possible to aggregate credible data, build objective accountability systems, and allow learning and planning based on objective data and information. Quality and credibility of the regional and continental CAADP and Agriculture development reports depends on the quality and credibility of national level M&E and reporting systems.

It is important to note that the in-country M&E, reports and reporting system will be complete in itself with its ultimate purpose clear on information national level policy and programme planning and design and learning. This is an integral part of the incentives for a successfully functioning in-country M&E and Reporting Systems. Contributing to regional and continental data/information needs, though important, is simply a “bonus”. Bearing in mind the sensitivities around data, information, it is important that the M&E and Reporting systems, just like the CAADP Results Framework, itself, emerge as strengthened systems integral to existing national systems. The reporting related to direct implementation of NAIPs will be the starting point moving to integrate into other reports and reporting systems including for instance the APRM Report and related National Action Plans

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

At continental level, the Reporting will include alignment (in terms of scope and reporting parameters along the CAADP Results Framework) of the current Annual Trend and Outlook Report (ATOR), currently, produced under the auspices of IFPRI (ReSAKSS). The first consolidated technical Continental Annual Report based on this CAADP Results Framework will be produced at the end of 2015. Various technical and political platforms and forums, including the African Union Heads of State and Government Summit; the NEPAD Heads of State and Government Orientation Committee; the CAADP Partnership Platform Meetings and others including Farmer and other non-state organized Forums will be important and integral part of the reporting and accountability system.

The regional and continental Reports will monitor and report on a very small set of core aggregate indicators across countries and regions to inform continental level trends on key economic growth and inclusive development compound parameters.

**ELABORATING THE CAADP RESULTS FRAMEWORK’S REPORTING ARCHITECTURE**

The implementation of the CAADP Results Framework requires that participating institutions transition from current to new reporting landscapes (See Table 2). The Inception phase (i.e. 2014) include, as one of its main work streams, actions to determine appropriate reports and reporting systems and platforms and ensure the reports and reporting serve the desired purpose of informing accountability systems as well as facilitating and supporting learning. This will then set the form of subsequent interventions expected to largely involve strengthening and aligning existing reporting tools and systems.

**Remarks on anticipated value addition of the CAADP RF on existing reporting tools and systems**

* Refined set of targets (evidence- based) which will allow assessment of progression towards overall long term goals as well as giving precision to the common goals and targets;
* Rationalized set of indicators informing both development planning (Ministry of Finance / Ministry of Agriculture) and technical planning processes and policy design (Ministry of Agriculture);
* Facilitate an evidence-based, hence objective accountability systems; and
* Enable countries to follow through objectives related to enhancing value for money and general resource use.

Table 2: Transitions from current to new reporting landscapes for CAADP

|  |  |  |
| --- | --- | --- |
|  | **Current reporting landscape (i.e. before RF)** | **New reporting landscape**  **(i.e. with RF)** |
| National level | * Various Govt and non-govt Technical Reports on Agriculture development (internal and external) * AgPERs * Ministry of finance Economic performance Reports and Budget * Periodic National Development Assessment Reports (job, poverty alleviation; food security; etc…) | * Same reports, but rationalized in terms of what parameters are monitored and the indicators used more standardized |
| Regional level | * CAADP implementation Support Report produced by the REC Secretariat and submitted to the Regional Council of Ministers Meetings | * CAADP implementation Support Report produced by the REC Secretariat and submitted to the Regional Council of Ministers Meetings – with reporting parameters aligned to the levels 1, 2 and 3 of the CAADP Results Framework * Thematic Analytical pieces on issues of regional interest (historic and/or foresight analysis) - as input to high profile dialogue and policy debate processes |
| Continental level | * CAADP Annual Outlook and Trends Report (currently produced annually under the auspices of IFPRI) * Numerous Reports on African Agriculture (thematic, geographical, etc…) produced normally independently by various African and International Organizations including World Bank, FAO and NGOs * Commentaries and Opinion pieces (most often very limited in scope and information base) | * CAADP and African Agriculture Annual Report: Progress and Impact * Part 1: Results based CAADP Implementation Support Report (focusing on Level 3 parameters in the CAADP Results Framework) * Part 2: Agriculture and Africa’s Socio-economic growth and development (focusing on the Levels 2 and 1 parameters) * Thematic Analytical pieces (historic and/or foresight analysis) - as input to high profile dialogue and policy debate processes |

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

# THE SUSTAINING CAADP MOMENTUM RELATIONSHIP WITH SOME KEY CAADP COMPONENTS

* 1. **THE SUSTAINING CAADP MOMENTUM IN RELATION TO THE CAADP PILLARS**

The analysis of progress, achievements and lessons from first decade of CAADP implementation as undertaken through the Sustaining CAADP Momentum exercise has confirmed that, just as the CAADP Vision, the four thematic priorities defined in CAADP, commonly referred to as the CAADP Pillars are just as relevant and valid now as was in circumstances leading up to 2003. The Sustaining CAADP Momentum strategy is developed from the four priorities issues defined in the CAADP pillars, but gone further to bring in the issues and lessons from the last ten years. The CAADP pillar issues provide the central thread in the CAADP Results Framework and therefore remain the “pillars” guiding and supporting the efforts to deliver increased production and productivity of African agriculture. The Sustaining CAADP momentum and CAADP Results Framework simply brings to the fore “soft” transformational issues that are central to building systemic and institutionalised capacities and therefore integral to delivering in the most effective, efficient and competitive manner, the change and increase desired within the goals and objectives of the four CAADP priority issues (i.e. Pillars).

The Sustaining CAADP momentum Results Framework expands on the four CAADP Pillars across the 3 levels of the Results Framework. Pillar 1’s focus on land and water management has results mostly captured at level 2 in relation to production, productivity and improved management of natural resources. Pillar 3 emphases on food security and nutrition as well as social protection is one of key Level 1 results which now also include wealth creation and resilience. Pillar 4 is basically about effective systems of science and technology and is one of several thrusts required for sustainable and systemic capacities for effective delivery of results in Level 3.

* 1. **THE CAADP RESULTS FRAMEWORK IN RELATION TO THE AFRICAN UNION AGENDA 2063 AND THE UN POST-2015 DEVELOPMENT AGENDA**

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

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

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

**The CAADP Knowledge and Information Support (KIS) Systems and implementation support for the CAADP 10-Year Results Framework:** The CAADP 10-Year Results Framework, just like the overall CAADP is a knowledge intensive exercise. A lot of the success of CAADP implementation so far could be attributed to CAADP’s ability to mobilise and make accessible to country and regional policy and programme design processes, expert knowledge and information. This is one of the greatest resources at the disposal of Africa’s economic growth and development agenda. Accordingly, the CAADP Knowledge and Information Support (KIS) Systems is a direct response to country needs for sharper, quality and strategic knowledge and thinking within the context of increased focus on delivering results and impact – making change. The KIS is an important integral part of rolling out the CADP 10-Year Results Framework. KIS will be at the centre of bringing out clear knowledge needs/demand, on one side, and mobilising and making available and accessible appropriate knowledge and information, on the other (see the KIS document for details)

**ANNEX 1:**

**TABLE 3.1: LEVEL1 SOCIAL AND ECONOMIC TRANSFORMATION IMPACT INDICATORS**

|  |
| --- |
| **LEVEL 1 – DEVELOPMENT IMPACT - AGRICULTURES’ CONTRIBUTION TO ECONOMIC GROWTH AND INCLUSIVE DEVELOPMENT** |

| **Result Area** | **Indicators** | **Data Sources** | **2014 Baseline** | **2024 Target** |
| --- | --- | --- | --- | --- |
| * 1. Agricultural contribution to creation of national wealth | * + 1. Agriculture GDP growth rate (% change relative to predicted trajectory) | National data; Householder surveys |  |  |
| * + 1. GDP growth from Agriculture value added | National data; National & Regional Chambers of Commerce; Householder surveys |  |  |
| * 1. Impact of agriculture on poverty alleviation | * + 1. Rate of poverty reduction in rural areas[[1]](#footnote-1) | National data; Householder surveys |  |  |
| * + 1. Gini coefficient of incomes | National data; Householder surveys |  |  |
| * + 1. % of new jobs from agricultural commercialisation and agricultural dependent commerce and industry | National data; Householder surveys |  |  |
| * 1. Food Security; food autonomy and Nutritionally secure | * + 1. % Global Hunger Index | National data; IFPRI; Householder surveys |  |  |
| * + 1. Prevalence (%) of stunting among children under five years old | DHS and MICS surveys; WHO Global database |  |  |
| * + 1. Access to dietary food diversity | WFP Food consumption score |  |  |
| * 1. Resilience to stresses and shocks | * + 1. Measure of vulnerability to shocks at national level compared to status quo |  |  |  |
| * + 1. Country risk management capacity |  |  |  |
| * + 1. Government policy and budget instruments on disaster risk management and social protection |  |  |  |

**TABLE 3.2: LEVEL 2 AGRICULTURAL TRANSFORMATION AND SUSTAINED AGRICULTURAL GROWTH INDICATORS**

|  |
| --- |
| **LEVEL 2 – OUTCOME–HIGH and SUSTAINED AGRICULTURAL PETFORMANCE AND GROWTH** |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Result Area** | **Indicators** | **Data Source** | **2014 Baseline** | **2024 Target** |
| * 1. Increased agriculture Production and Productivity | * + 1. Agricultural per capita GDP | Consider - change in volume of agricultural production |  |  |
| * + 1. Total factor productivity (with priority on smallholder returns to labour, land and external inputs) – link to the 6% target) | http://www.card.iastate.edu/books/shifting\_patterns/pdfs/chapter4.pdf |  |  |
| * + 1. Food Production Index (focusing on key strategic commodities) |  |  |  |
| * + 1. Food production Index (focusing on key strategic commodities) |  |  |  |
| * + 1. Irrigated land as percent of total cropland |  |  |  |
| * + 1. Change in input use (fertilizer; mechanisation; improved seed) |  |  |  |
| * 1. Markets and Trade | * + 1. Input market functioning; ease of doing business in agriculture index (Refer BBA stats) |  |  |  |
| * + 1. Volumes traded cross-border   (selected commodities and food products, intra-African and global exports) (Intra- and Inter-Regional Trade) |  |  |  |
| * + 1. Harmonised regional quality standards |  |  |  |
| * + 1. Africa’s share in global agriculture trade |  |  |  |
| * + 1. Competitiveness African agriculture |  |  |  |
| * + 1. Number of countries with formal land markets and land tenure policy in Africa |  |  |  |
| * + 1. Evolution of producer price vs consumer price |  |  |  |
| * + 1. Agricultural land (Ha) with access to road and power within 5, 10 km radius |  |  |  |
| * 1. Empowered and expended domestic agro-industry | * + 1. Volume change in micro-financing accessed by SMEs |  |  |  |
| * + 1. Agri-entrepreneurial capacity of smallholder farmers and SMEs |  |  |  |
| * + 1. % decline in agricultural produce exported as primary raw material |  |  |  |
| * 1. Increased investments in Agriculture (commercialisation of agriculture) | * + 1. Share of international investments (FDI) in agriculture and agribusiness |  |  |  |
| * + 1. % of public budget spent on agricultural related investment financing (i.e. to generate agricultural returns) – The CAADP Maputo 10% Decision |  |  |  |
| * + 1. % change in private sector investment flows in agriculture (per capita) | National data |  |  |
| * + 1. Access to land (Gini) |  |  |  |
| * + 1. Annual investments in new rural roads; agriculture related - ICT and agricultural produce storage capacity (as well as investments/cost for maintenance) |  |  |  |
| * + 1. Access to loans by agricultura SMEs (Volumes) |  |  |  |
| * 1. Natural Resources Management | * + 1. Increase in hectares of Agro-eco system managed under best practice (Land & Water, agro-forestry, agro-ecology) | Natural resource sustainable use/sustainable agricultural practises |  |  |
| * + 1. Increasing value of land due to improved land governance and land rights | Land rights and Bio diversity |  |  |
| * + 1. Ha of annual LSLBI and effective productive use in the framework of the LSLBI | Impact on resilience, |  |  |
| * + 1. Forest area |  |  |  |
| * + 1. Withdrawal of water for agriculture as a per cent of total water withdrawal |  |  |  |
| * + 1. % increase in hectares under SLWM annually disaggregated by country, land-use type, and target area |  |  |  |
| * + 1. Biodiversity and ecosystem resilience index |  |  |  |
| 2.5 Value Addition and market development | * + 1. Value and volume of SME trade |  |  |  |
| * + 1. Entrepreneurship Development (Index to be explored through business chambers nomenclature) |  |  |  |
| * + 1. Ease of doing business in agriculture index |  |  |  |

**TABLE 3.3: LEVEL 3 STRENGTHENING SYSTEMIC CAPACITY FOR EFFECTIVE EXECUTION AND DELIVERY OF RESULTS**

|  |
| --- |
| **LEVEL 3 – OUTPUT: – SYSTEMIC CAPACITY** |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Result Area** | **Indicators** | **Data Source** | **2014 Baseline** | **2024 Target** |
| * 1. Improved and inclusive policy design and implementation capacity for agriculture | * + 1. Existence of an inclusive, and functioning of institutional architecture *for governance and organising the agriculture sector* |  |  |  |
| * + 1. Leadership capacities – exhibited through clear vision / agenda, strong accountability, and firm championship |  |  |  |
| * + 1. Capacity for review, learning and planning |  |  |  |
| * 1. More effective and accountable institutions to drive planning and implementation of public policies and investment programmes | * + 1. Strategies are in place to define the policy review and formulation processes (inclusiveness, 1.iii, iv; inter-sectoral alignment, policy coherence) |  |  |  |
| * + 1. Policy orientated knowledge mechanisms is in place to support the policy review and formulation process (generation, access, quality of agriculture statistical data available etc) |  |  |  |
| * + 1. Capacity for analysis and utilisation of policy information (1.i, ii…incentives as the reason for formulation, not as end in itself) |  |  |  |
| * 1. More inclusive and evidence based agriculture planning and implementation processes | * + 1. Coherent and inclusiveness system of planning, , | capacity into plans |  |  |
| * + 1. Capacity to translate policies into programmes and operational plans (tools and instruments for planning etc) |  |  |  |
| * 1. Improved coordination, partnerships and alliances within and across sectors and countries (regional trade and collaboration) | * + 1. Capacity for implementing planned programmes |  |  |  |
| * + 1. Capacity for monitoring, evaluation and learning (comprehensive agriculture statistical data available) |  |  |  |
| * 1. Increased (public/private) investment financing in agriculture achieving better value for money | * + 1. Mechanisms for leveraging additional public and private financing – including PPPs |  |  |  |
| * + 1. Taxation and interest rates on agriculture inputs and product |  |  |  |
| * + 1. Number of functioning Farmer/ commodity associations, cooperatives and SMEs business organisations (for bulking) |  |  |  |
| * + 1. Quality of public agriculture plans & budgets |  |  |  |
| * + 1. Coherence of policies and attendant tools (eg taxation & interest rates) with objective of attracting additional investments |  |  |  |
| * 1. **The knowledge, innovation and learning system and processes effectively informing and supporting farmers, producers and entrepreneurs.** | * + 1. Research and innovation products adapted for improved agricultural productivity |  |  |  |
| * + 1. Strategies for skills assessment, education and skills development |  |  |  |
| * + 1. Data, Information and analytical capacity in national statistical offices |  |  |  |
| * + 1. Countries with functioning Agricultural Risk Assessment capacity and long term agricultural risk management plan |  |  |  |

**ANNEX 2: THEORY OF CHANGE ANALYSES FOR THE SUSTAINING CAADP MOMENTUM**

*‘There is nothing as practical as good theory’[[2]](#footnote-2)*

# INCLUDING EXAMPLES OF CHANGE PATHWAY ANALYSES FOR LEVEL 3 STRATEGIC INTERVENTIONS

1. **INTRODUCTION**

The main purpose of this Note is to offer a concept and methodology around which to develop a clear ‘theory of change’ that will guide the interpretation and implementation of the ‘Sustaining CAADP Momentum’ programme of action. A theory of change is needed to tease out the causal relationships in the CAADP process and how this leads into the envisaged results/transformation. The theory of change proposed is a vital component of the CAADP Results Framework, the main Sustaining CAADP Momentum document, as well in strengthening and finalising of other documents relevant to CAADP implementation such as the Knowledge Information Support (KIS) and the Science Agenda for Agriculture in Africa SAAA).

A concise and practical application of a theory of change will add weight and gravitas to the set of indicators on African agriculture in the same way the Millennium Development Goals (MDGs) provided direction and guidance in country development planning and financing. The Theory of Change, builds on a strong understanding of the local political economy issues and trends, therefore, applying these analyses at country level requires a deeper understanding of how agriculture in Africa will transform for the better by covering key questions such as: how does a specific strategy/intervention or investment in the specific circumstances lead to change?; what are the issues; what to take into account; what are the success factors/drivers of change; and can we map the pathway from action to result? These analyses lead to identifying data needs, relevant indicators, as well as M&E systems and impact enhancing interventions to support implementation. Ultimately, the theory of change and associated results framework is a direct response to the urge for results and impact. The theory of change will help identify the specific combination of action areas expected to deliver the desired change/transformation. This also helps countries to place their resources on sets of actions with highest probability to bring about desired results and change.

1. **WHAT IS THEORY OF CHANGE?**

A Theory of Change defines the building blocks required to bring about a given long-term goal. This set of connected building blocks–interchangeably referred to as outcomes, results, accomplishments, or preconditions is depicted on a map known as a pathway of change/change framework, which is a graphic representation of the change process.

Built around the pathway of change, a Theory of Change describes the types of interventions (a single program or a comprehensive initiative) that bring about the outcomes depicted in the pathway of a change map. Each outcome in the pathway of change is tied to an intervention, revealing the often-complex web of activity that is required to bring about change.

A Theory of Change would not be complete without an articulation of the assumptions that stakeholders use to explain the change process represented by the change framework. Assumptions explain both the connections between early, intermediate and long term outcomes and the expectations about how and why proposed interventions will bring them about. Often, assumptions are supported by research, strengthening the case to be made about the plausibility of theory and the likelihood that stated goals would be accomplished.

Stakeholders value theories of change as part of program planning and evaluation because they create a commonly understood vision of the long-term goals, how they will be reached, and what will be used to measure progress along the way.

A Theory of Change is a specific and measurable description of a social change initiative that forms the basis for strategic planning, on-going decision-making and evaluation. The term “Theory of Change” is used to refer to a methodology used to create a Theory of Change. The same term is however also used to refer to the result. This note has started off with Theory of Change as an approach, method or process, and will end with examples of results of a generic application of a Theory of Change analysis on the CAADP Results Framework at Level 3 of strategy, that is where CAADP is most relevant as ‘implementation support’ to countries.

A Theory of Change, like any good planning and evaluation method for social change, requires users to be clear on long-term goals, identify measurable indicators of success and formulate actions to achieve goals. It differs from other methods of describing initiatives in a few ways:

* It shows a causal pathway from ‘here’ to ‘there’ by specifying what is needed for goals to be achieved;
* It requires an articulation of underlying assumptions which can be tested and measured; and
* It changes the way of thinking about initiatives from what you are doing to what you want to achieve and starts there.

By providing a roadmap from strategy to impact, this is helpful in fashioning relationships amongst development partners.

As part of the consultation process for the Sustaining CAADP Results Framework, an expert consultation workshop held in Nairobi 2013 developed illustrative examples of change pathway analysis of Level 3 strategic interventions. The Result Areas under Level 3 are:

1. Improved and inclusive policy design and implementation capacity for agriculture;
2. More effective and accountable institutions to drive planning and implementation of public polices and investment programmes;
3. More inclusive and evidence-based agriculture planning and implementation processes;
4. Improved coordination, partnerships and alliances, within and across sectors, and countries (regional trade and collaboration);
5. Increased (public and private) investment financing in agriculture achieving better value for money; and
6. Enhanced knowledge support and skills development for agriculture through improved Science and Technology (S&T), education and training, peer learning, analytical capacity and strategic thinking.

Each of the 6 Result Areas, the following generic pathway analysis was carried out:

* Identify the ‘indicators’ of achievement;
* Identify and list all the strategies, interventions or investments needed to achieve that desired result;
* For each strategy identify components causing change and forming pathways towards main result;
* Identify the intermediate results leading to main result; and
* Determine the assumptions to be met in order for success with the strategy.

Since each Result Area may require several strategies for success, it means that there will be interaction between interventions and that has to be mapped into the change pathways.

The following are illustrative examples of pathway analyses for the Level 3 Result Areas. In practice these analyses should be carried out for country and for each programme, specific investments or projects.

1. **Result Area 1: Local (in-country) Improved and inclusive policy design and implementation capacity:** 
   1. Indicators (illustrative):
      1. Policies are increasingly based on evidence;
      2. There are identifiable investment incentives resulting from policy formulation;
      3. Improved alignment of policies affecting agriculture across different Government sectors, agendas and priorities;
      4. Number and range of interest-specific state and non-state stakeholders informing the design and implementation of specific policies; and
      5. Critical mass of technicians in state and non-state stakeholder institutions more able to interpret policies and policy instruments and guide/stimulate dialogue for an informed policy audit (re-)design and implementation processes).
   2. Interventions/investments/strategies (illustrative examples)
      1. Complete and thorough political economy analysis of agriculture providing evidence and better understanding of the factors and interests influencing policy design and policy implementation;
      2. Organise/strengthen local policy dialogue and engagement platforms that are inclusive of government and Non State Actors (NSAs);
      3. Skills development support for technical and management staff in facilitating and guiding policy design and implementation processes (e.g. conducting audit of policies and policy instruments; stimulating and facilitating policy dialogue; identifying and communicating policy problems currently impacting on agriculture)
      4. Invest in capacity and systems development for data collection, analysis, storage and retrieval systems;
      5. Invest in more training and skills development in policy analysis;
      6. Analytical support to Government to examine and respond to implications for effective delivery on the priorities and programmes identified in the national agriculture, food security and nutrition Investment Plans from key national, continental and global factors and trends (e.g. national monetary and fiscal policies; climate change; population trends and migration; trends in global energy-food prices; land, land tenure and property right ; education, science and technology policies, regional trade & regulatory frameworks, etc…); and
      7. Information support and strengthening of capacity to understand policies and policy instruments in national and decentralised as well as regional and continental legislative bodies (i.e. Parliament, PAP, etc…).
   3. Components causing change and forming pathways towards main result
      1. Capacity building of policy processes (inclusive; linked to evidence and analytical support);
      2. Influence and visibility emanating from agricultural policies and regulations;
      3. Leveraging resources and “energy” from various sources for policy and regulatory work;
      4. Direct impact achieved in relation to specific policies and regulations;
      5. Different interests converging in supporting a given policy position and associated policy instrument/s;
      6. Interest and power relations functioning in providing informal (peer-pressure based) check-and-balances to foster accountability in the policy processes; and
      7. Stakeholders learning from own-experiences in policy work.
   4. Intermediate results leading to main result
      1. Strong local policy engagement platforms established and functioning to stimulate and guide informed participation of key interest specific stakeholders and players in given policy processes;
      2. Improvement in quality and availability of data informing policy processes (design, implementation and related audit and accountability systems);
      3. Local capacity for high-quality analysis and research (information/knowledge generation) strengthened *(both political-economy issues and thematic issues, e.g. land);*
      4. Capacity and systems for transparent information support to interest groups and general public on given policies issues;
      5. State systems and instruments for inter-governmental policy dialogue and negotiation functioning.
   5. Assumptions (illustrative examples)
      1. Political will exists in Government to mobilise and engage participation of identified stakeholders and interest groups;
      2. Public is getting informed and keen to engage in policy issues in agriculture, food security and nutrition;
      3. Sufficient incentives accruing to galvanize action across the different interest groups on design and implementation of agriculture, food security and nutrition related policies and policy instruments; and
      4. Government commitment and leadership on CAADP and agriculture, food security and nutrition agenda.
2. **Result Area 2: More efficient, stronger institutions to drive implementation of public policies and investment programmes**
   1. Indicators:
      1. Stronger and more effective results oriented leadership;
      2. Reliable and accountable public institutions (on agriculture development)
      3. Strategic alignment of capacities with investment plans;
      4. Capacities and skills to for implementation and problem solving;
      5. Better coordination for action and execution; and
      6. Predictable programme planning, execution and evaluation processes.
   2. Interventions/investments/strategies
      1. Analytical work and local capacity to better understand the institutional arrangements (governance arrangements; rules of the game; M&E and accountability systems to foster compliance with the rules) necessary to deliver on the priorities and programmes in the national Investment Plans;
      2. Invest in capacity development of NSA coalitions and coordination;
      3. Strengthen monitoring, evaluation and internal accountability systems in state agricultural institutions (i.e. improved evidence- and result-based planning; robust internal monitoring of progress and performance and capacity/systems for self-learning; political will and capacity to engage and collaborate with non-state and other state players, stakeholders and interest groups); and
      4. Provide opportunities to share and learn from innovative models and lessons that have proven to work in other sectors, countries including other parts of the world.
   3. Components causing change and forming pathways towards main result
      1. Capacity building activities including information support related interactions;
      2. Influence and visibility of agricultural sector institutions and structures;
      3. Leveraging resources from various sources for organizational development, reforms, capacity; and
      4. Interventions with direct impact achieved in relation to intended result of capacity building.
   4. Intermediate results leading to main result
      1. Capacity needs assessments for institutions and leadership completed for sector at national level and capacity development plans developed;
      2. Enhanced inter-governmental coordination to effectively deliver/provide leadership on investment plans implementation.
   5. Assumptions
      1. Leadership is motivated for institutional transformation;
      2. Environment conducive to institutional rationalization; and
      3. Opportunities exist for building technical skills.
3. **More inclusive and evidence based agriculture planning and implementation**
   1. Indicators:
      1. More regular review of sector and investment plans;
      2. National agriculture development agenda has widespread buy-in and internalization across key stakeholder and interest group constituencies (state and non-state);
      3. Technically quality (fact based; linked to national priorities; sound budget and implementation plan; viable plan including intangible returns, etc…) national investment plans and programmes; and
      4. National CAADP - Agriculture, Food Security and Nutrition Investment Plans and implementation processes internalized and strengthened as Government planning and implementation review process.
   2. Interventions/investments/strategies
      1. Platforms and mechanisms for stakeholder dialogue and consultations in the planning of national agriculture, food security and nutrition programmes identified and strengthened;
      2. Inventorise and facilitate on-going strengthening and alignment of planning tools and mechanisms in agricultural development related institutions including alignment of the technical planning processes to national budget preparation, disbursement and evaluation; and
      3. Train and build capacity for technical, financial and economic analysis for sector and investment plans.
   3. Components causing change and forming pathways (causal relationships) towards main result
      1. Capacity building (skills, tools and mechanisms) for various public programme planning entities and activities/processes;
      2. Build influence, visibility, and social/political importance of agricultural plans within national development plans;
      3. Leveraging resources from various sources planning and implementation of plans; and
      4. Interventions with direct impact on agricultural plans and their implementation.
   4. Intermediate results leading to main result
      1. A system established of annual and midterm plans that reviews and rolls over these plans;
      2. Capacity to analyse and plan enhanced in government and NSA entities; and
      3. Platform (s) in place to facilitate and coordinate planning and implementation of plans.
   5. Assumptions
      1. Good quality data is increasingly available;
      2. Agricultural planning, CAADP planning, well integrated in national planning and budgeting processes; and
      3. Political will and interests support a systematic and evidence-based and inclusive planning processes.
4. **Improved partnership between private and public sector**
   1. Indicators:
      1. Increase in catalytic public investment stimulating private investment;
      2. Clear and predictable/reliable platforms and tools for public-private dialogue, trust building and negotiations strengthened; and
      3. Increase in responsible agricultural investment by PPPs.
   2. Interventions/investments/strategies
      1. Review policy and regulatory environment for PPPs and recommend improvements;
      2. Policy formulation and regulatory reform to provide incentives for PPPs;
      3. Invest in value chain analyses of priority commodities/sub-sectors identified in investment plans; and
      4. Support to aligning and strengthening local platforms and mechanisms for public-private dialogue and consultation including capacity to facilitate such dialogue and consultations; and
      5. Support to consolidate and strengthen domestic private sector capacity and systems to engage public sector and well as foreign investors (including Investment facilitation platforms; Project Preparation support; etc…).
   3. Components causing change and forming pathways towards main result
      1. Capacity building for formulation and implementation of PPPs;
      2. Build influence, visibility, and social/political attractiveness of PPPs;
      3. Public financing strategically directed to leverage increased private sector resources (financing, knowledge and implementation capacity);
      4. Risks associated to investing in African agricultural systems and enterprises better understood and modalities and tools to address the risks enhanced;
      5. Strengthened capacity in public institutions for preparation and presentation of viable investment-business cases; and
      6. Interventions with direct impact achieved in relation to establishing PPPs.
   4. Intermediate results leading to main result
      1. PPP platforms established;
      2. Improved sharing of information between public and private sector; and
      3. Better policies and incentives for PPPs in agriculture.
   5. Assumptions
      1. Overall macro-economic policy environment conducive to PPPs;
      2. Availability of quality domestic capital and FDI for PPPs; and
      3. Political interests and Government policy recognise and are supportive to agriculture as a source for national wealth.
5. **Increased public investment in agriculture achieving better value for money**
   1. Indicators:
      1. Progress towards the 10+% public budget investments in agriculture (including that these investments are directed at strategic options for optimal, sustainable and inclusive agricultural growth and development);
      2. Strategic public investments facilitating greater private investments into agriculture
      3. Agriculture sector growing at least 6% annually; and
      4. Increased, predictable and coherent public sector capacity and modalities to engage and negotiate Foreign Direct Investments and Development Assistance.
   2. Interventions/investments/strategies
      1. Support to strengthen and empower ministries of agriculture to link and align and link engage and related sectors in engaging the national budget process towards 10+%; and
      2. Mobilise ODA budget support for agriculture.
   3. Components causing change and forming pathways towards main result
      1. Capacity building for engaging national budget processes;
      2. Build influence and visibility of agriculture in national development;
      3. Leveraging resources from various sources for agriculture; and
      4. Interventions with direct impact on public financing of agriculture.
   4. Intermediate results leading to main result
      1. Target priority public investments identified in line with agriculture; and
      2. Better investment analysis completed demonstrating returns to public investment.
   5. Assumptions
      1. Macroeconomic policy environment conducive to increased public investment; and
      2. Non-state Actors and ministries of agriculture acquire lobbying skills
6. **The knowledge, innovation and learning system and processes effectively informing and supporting farmers, producers and entrepreneurs.**
7. Indicators:
8. Farmers, producers, and business stakeholders, including farmer and commodity associations strengthen analytical skills, improve relevance and quality of policies, decision making, programmes and competitive edge;
9. Farmers, producers and entrepreneurs confirm that educational, training, and technology generating entities effectively providing solutions; and
10. More ICT products in use by rural economy stakeholders.
11. Interventions
    1. Knowledge and learning support platforms at national and regional levels;
    2. Reforms and capacity building in educational, training, extension and research institutions;
    3. Targeted training, education and research programs; and
    4. Increased investment into agricultural research , education and/or extension.
12. Components causing change and forming pathways towards main result
    1. Capacity building for knowledge sharing by stakeholders;
    2. Build influence and visibility of science and development as a driver of change;
    3. Leveraging resources from various sources for agricultural research, education, extension and training; and
    4. Interventions with direct impact on knowledge and innovation systems.
13. Intermediate results leading to main result
    1. Knowledge and learning support for public Learning and knowledge networks, expert pools, linking available information and implementation needs; and
    2. Science agenda for agriculture in Africa formulated.
14. Assumptions
    * 1. Agriculture innovation systems ready or in the process of undergoing necessary transformation to be more client oriented and relevant; and
      2. Public and private sector investment into knowledge, learning and innovation increasing.

1. Areas that are predominantly agriculture focused [↑](#footnote-ref-1)
2. Theory of Change: A Practical Tool For Action, Results and Learning prepared for Annie E. Casey Foundation [*www.aecf.org*](http://www.aecf.org) prepared by Organizational Research Services [*www.organizationalresearch.com*](http://www.organizationalresearch.com) 2004 [↑](#footnote-ref-2)