



**Capacity Development for CAADP
Country Teams - Building Coalitions
and Networks for Agricultural Transformation**

Guidance Notes



CAADP

**PARTNERSHIP
IN SUPPORT
OF CAADP**

This document is the culmination of a series of consultative meetings with various stakeholders over a number of years and is one from a compendium of CAADP implementation support guidelines and associated technical guidance notes. These include-

1. Accelerating CAADP Country Implementation, A guide for Implementers
2. Guidelines for Participation of Non State actors in CAADP processes
3. CAADP Post Compact Guidelines
4. Guideline and tools to catalyse and support Policy reforms (work in progress)
5. Guideline and tools on Institutional reform and Capacity building

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To comment on this document, or share your experiences on CAADP Capacity Development initiatives please visit www.NEPAD.CAADP.net/community-of-practice or write to Mr Martin Bwalya, Head of CAADP. Email: Bwalyam@nepad.org

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Introduction

Capacity Development Guidance Notes

Our Desired Outcome: Networks and coalitions of CAADP champions are empowered to champion, stimulate, mobilise and effectively drive, manage and coordinate transformational processes for enhanced capacity and systems for CAADP implementation

- Translating Vision to Results and Impact

What is CAADP? : Vision and Goal for transformation of African Agriculture.

Sustained inclusive agriculture growth: Increased agriculture productivity, Improved Food and Nutrition Security, job creation, wealth creation, Resilience.

The Comprehensive Africa Agriculture Development Programme (CAADP) is the African Union's framework to stimulate transformation in the agriculture sector towards achievement of agriculture-led socio-economic growth.

CAADP's vision is to maximise the contribution of Agriculture to achieving the ambition of a self-reliant and productive Africa and delivering economic growth and sustainable development for its people as well as playing its full part on the world stage. The goal for the sector is an agricultural-led development that eliminate hunger, reduces poverty and food insecurity thereby opening the way for an expansion for exports and put the continent on a higher economic growth path within an overall strategy of sustainable development and preservation of the natural resource base.

CAADP was envisioned as a practical instrument and framework by which Africa was going to drive the efforts to achieve the Millennium Development Goals.

What is unique about CAADP?

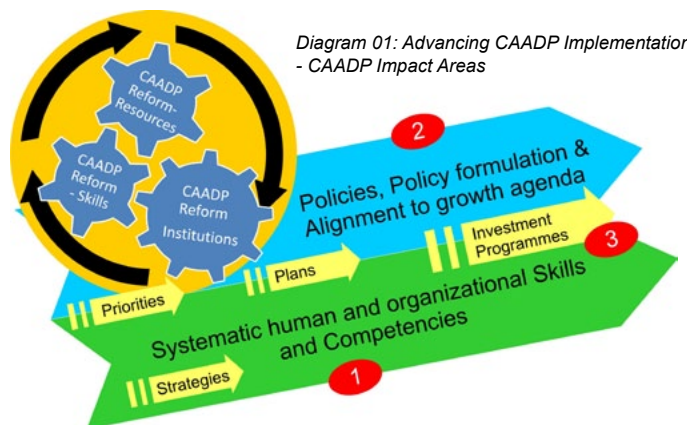
- Driven by a collective desire & vision/ determination to deliver results-impact from Africa's agriculture development agenda:
 - Unprecedented political will and leadership
 - Ownership meaning responsibility
 - Shift in "mind set" on development & partnerships
 - Not just about mobilising (foreign) resources/monies
 - Local institutional reforms & capacity strengthening
 - Partnerships and collaboration; inclusiveness
 - Internalisation and ownership at all levels
- An underlining framework for coordinated thrust and identifying options with potential for best return on investment/highest possibility for impact
- CAADP is not just about tackling issues, but provides the first comprehensive effort to address them in an integrated and comprehensive manner

Through the CAADP, the African Union member states have committed to increase public sector financing to at least 10% of the annual budgets and attaining annual agriculture productivity rate of at least 6%.

CAADP recognizes that to transform African agriculture it is essential to build inclusive coalitions committed to improving policies, programs and institutions and therefore promotes relationship building and systemic wide approaches via a more constructive culture of collaboration amongst institutional actors and agencies from the public and private sector.

Primary CAADP impact areas

- **Level and quality of productivity** - such that agriculture is positioned as an engine for GROWTH. This result centers on the quality of the Investment Plans as well as planning processes.
- **Policy environment** to provide desired incentives for both state and non-state players (Security, investments, Governance, etc...). The results are reflected in both the quality of the policies (effectiveness, appropriateness, etc...) as well as in the quality of the policy design processes (e.g. inclusiveness, link to evidence-based analysis and ability to track progress and performance), and
- **Institutional arrangements and capacity** for effective and efficient implementation. This is critical element in building systemic capacity and ability to deliver on national and continental development programmes. Strengthening and aligning organizational strategies to national priorities, strengthening operational efficiency including tracking organization ability to implement and deliver results, ensuring accountability and development of associated human competencies are all elements in this thrust.



Purpose of the Guidance Notes

These Guidance Notes provide an overview of the dimensions of capacity to be addressed to achieve the transformational objectives espoused in the CAADP framework. The Guidance Notes outline the principles and core behaviours that represent the required capacity development in the context of implementation of CAADP.

Drawing from the NEPAD vision for political and socio-economic reforms on the continent, the Guidance Notes address capacity - **at an individual, organisational, institutional and societal level**. The intention is to harness African potentials - **collective skills, attitudes and competencies to implement CAADP processes in a systematic and effective manner**.

The aim is to stimulate and enable capacity development initiatives to connect-synergy-complement in addressing the full gamut of capacity needs.

What capacities are needed to reach the CAADP Targets?

The Guidance Notes help African capacity building institutions and partners to address agricultural reform in so far as,

- Addressing systemic capacity deficits in the public and private sector, thereby rallying the collective capacities of stakeholders;
- Building leadership and management capacities of the multi-level coalitions of key decision makers charged with championing, driving, facilitating and coordinating implementation of CAADP principles, targets, and goals;
- Developing adaptive change management capacities using appropriate mixes of capacity enhancement tools for leadership and management development and institutional strengthening; and
- Facilitating learning processes for stakeholders within the local political, social and economic context.

*The ISSUE for CAADP Implementation: **Developing the collaborative capacity of individuals and organisations to achieve development goals in a sustainable manner.***

Agriculture by its very nature is trans-sectoral and therefore brings together multidisciplinary multi-party coalitions to achieve and sustain high productivity levels.

*Relates to how various **institutional actors and agencies appreciate and fulfill their functional roles and responsibilities and the extent to which they have capacities, relationships with other actors and agencies and rules and incentives that govern those relationships.***

Understanding the systemic constraints and bottlenecks limiting the potential of the various actors and agencies, is the cornerstone to facilitating the mechanisms through which institutional actors can collaborate more effectively to generate agriculture and agriculture-led socio-economic results and impact.

Guiding Definition of Capacity Development for CAADP Country Implementation

Recognizing the centrality of capacity development and the multi-dimensional multi-level nature of capacities required, - it is the sum effect of the following definitions which is sought after for effective implementation of CAADP.

- **Capacity Development** is the process whereby over time, **people, organisations and society** as a whole create, obtain, unleash, adapt, strengthen and maintain capabilities to set and achieve their own goals on a sustainable basis;
- includes- **effective and efficient use of resources** (domestic and external); **enhancing problem-solving abilities; and learning capacity that is re-invested into strengthening systems and capacities;**
- **Capacity Development** promotes **organisational renewal and nurtures adaptive capacities** for performance excellence and results;
- **Capacity Development** responds **to the multi-dimensional nature of how individuals, systems and organisations interact and are influenced;** and therefore helps **actors to shape and re-direct the choices, processes, driven by local contextual factors,** to do better.

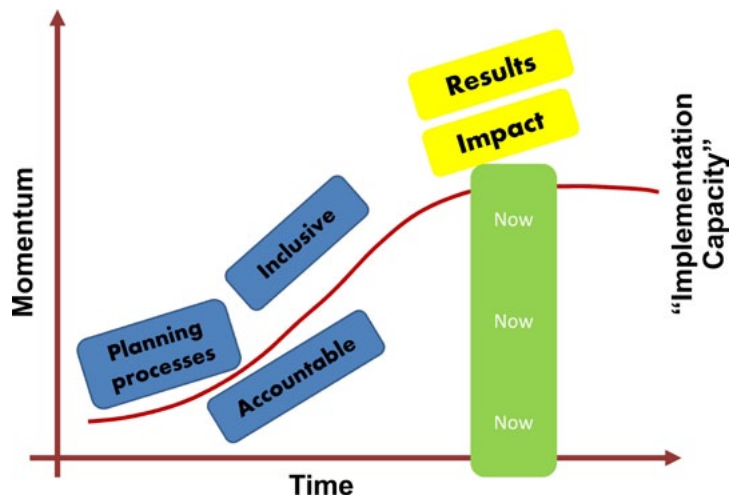


Diagram 02: Next decade - focus on implementation capacity.

Capacity Development for CAADP Country Implementation

The country process is the core of the whole CAADP intervention as it 'grounds' the CAADP values and principles in the countries' own processes and systems to attain better investment programmes. It is about empowerment of national stakeholders (individuals, organisations) to harness the collective energy of institutions and agencies to drive the necessary policy and institutional reform processes for implementation of development targets in the agriculture sector.

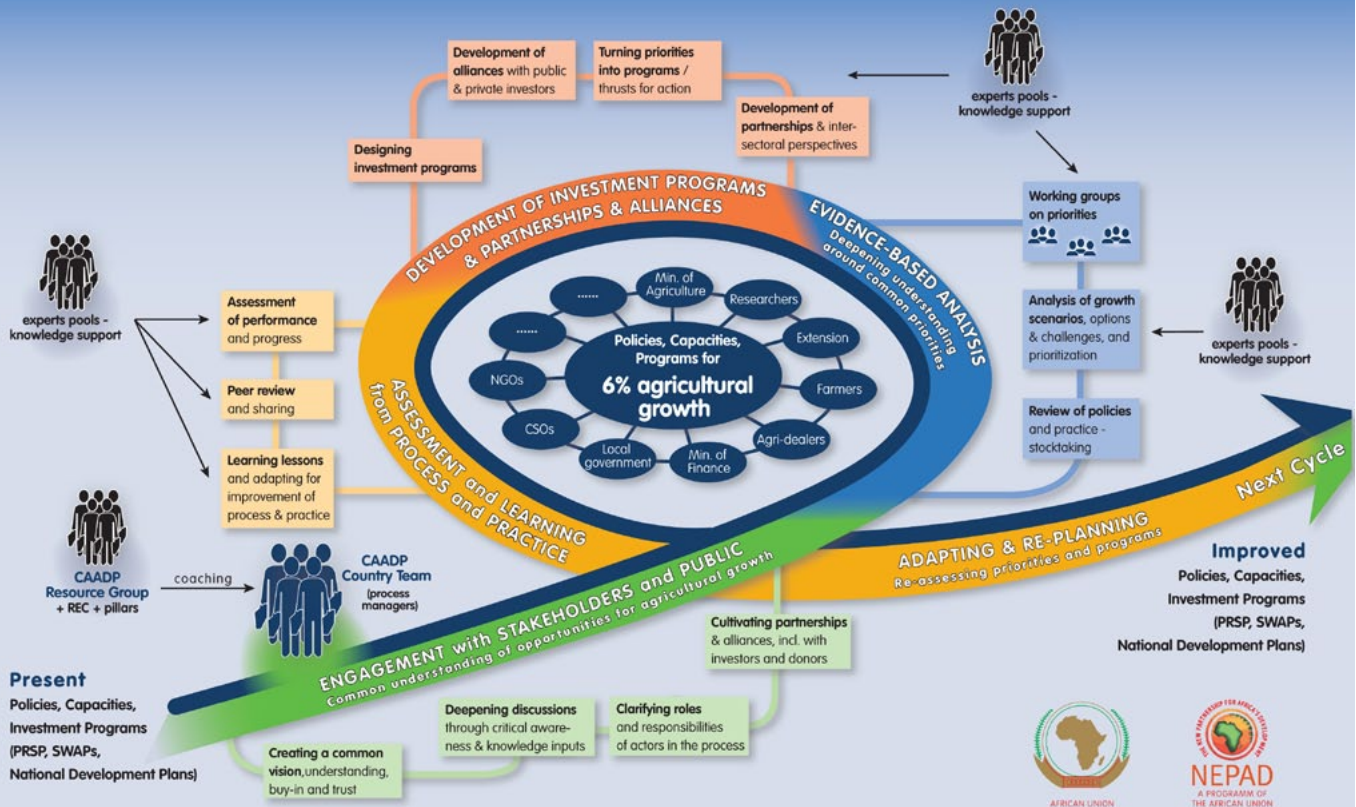
Capacity development interventions therefore are applied as the CAADP process unfolds to assist countries to embrace principles and associated practices as follows:

1. **Engagement with stakeholders and public to arrive at a common understanding of agricultural opportunities**
 - Creating a common vision, understanding, buy-in and trust;
 - Deepening discussion through critical awareness, dialogue and knowledge inputs;
 - Clarifying roles and responsibilities of actors in the country CAADP process;
 - Cultivating partnerships and alliances, including with investors and donors.
2. **Evidence based analysis to deepen understanding of common priorities**
 - Reviews of policies and practise and stock taking;
 - Analysis of growth scenarios, options and challenges and prioritisation;
 - Working groups on priorities.
3. **Development of investment programmes and partnerships alliances**
 - Development of partnerships and inter-sectoral perspectives;
 - Turning priorities into programs;
 - Development of alliances with public and private sector investors;
 - Designing investment programs.
4. **Assessment and learning from process and practice**
 - Assessment of Performance and progress;
 - Peer review and sharing;
 - Learning lessons and adapting for improvement of process and practice.
5. **Adapting and re-planning: re-assessing priorities and programmes**

CAADP

The CAADP Country Process

Enhancing agricultural sector performance - better policies, capacities and investment programs for higher resource use efficiency



Levels and Dimensions of Capacity Development for CAADP implementation

The Capacity Development Guidance Notes are guided by the emerging strategic thrusts aimed at sustaining CAADP into the next decade. A strategic review in 2012 suggests strategies to sustain CAADP in the next decade by achieving greater levels of investment, implementation, leading to the desired results and impacts that will see agriculture driven social and economic development of the continent. The three broad strategies encompass:

1. Institutions, Policies and leadership;
2. Financing Agricultural Development; and
3. Knowledge Support.

These broad strategies provide the vehicle to drive CAADP implementation to achieving 3 main outcomes:

Productivity, Competitiveness and Regional Integration.

Therefore, Capacity Development for CAADP targets three levels and is built at the individual, organisational, constituency/network dimension to create, facilitate an enabling policy and institutional environment.

Levels of Capacity Development	Capacity required
National capacities	Strengthening leadership, management and coordination capacities <ul style="list-style-type: none">- Quality investment plans and programmes- Policy alignment- Institutional and implementation capacity including knowledge and finance support
Regional Capacities	Strengthening implementation support capacities for enhanced coordination and facilitation at national level
Continental Capacities	Strengthening implementation support capacities for enhanced coordination and facilitation at regional and national levels

The subsidiarity principle will be achieved through the applying the guiding question: ***“What support is needed at country, regional and continental level for designing appropriate Capacity development programmes and projects?”***

Dimensions of Capacity development

Dimension Individual

Issue to be addressed

- Leadership development: building individual leadership competence and personal mastery to be able to influence and direct change;
- Strengthening political and technical leadership to drive, steer and stimulate development and delivery of results - at levels;
- 'Steward' Leadership is the key component to successful change; it's about the individual passion and conviction in possibility;
- Good leadership capacity drives organisational performance through strategic thought, building on partnerships and facilitating a positive culture for performance and results within area of responsibility.

Target Groups: Key decision makers (Permanent Secretaries, Director Generals); policy makers from public and private institutions; including senior managers; heads of farmer organisations, civil society, academia

Organisation

- Facilitating organisational renewal/strategic alignment to be able to effectively play a role in the implementation of agriculture growth targets;
- Enhancing organisational capability by re-assessing, re-organising organisational structures and responsibilities, systems, processes to enhance internal effectiveness and interaction with other entities, stakeholders to improve management and coordination, and collaboration within partnerships, networks or alliances;
- Enhancing individual and collective strategic agility of institutional actors to harness opportunities and resolve challenges and issues.

Target Institutions: Lead implementing agencies and partners; and service agencies

Dimensions of Capacity development ...cont

Societal- Coalitions, Networks

- Fostering inclusive policy making and implementation processes are inclusive;
- Citizens are informed and empowered and therefore actively participate to determine policy priorities which determine their destiny;
- Strengthen citizenry responsibility and participation in the monitoring and evaluation process;
- Promote enabling environment in support of the national agriculture growth agenda and attainment of the national productivity targets;

Target groups: Non state actor groups and beneficiary groups: farmers, women and youth; informal agri-business actors etc

Enabling environment

- institutional actors and agencies have clear, stable remits, mandates, there is compliance to legislation and regulation; and appropriate mechanisms for dealing with short-comings;
- The heart of institutional change is about -'rules of the game'- institutional transformation and renewal is a difficult and complex process and therefore recognises the importance of politics, culture, history which define a society's defined norms, values and practises;
- the collective ability of communities of practise to provide leadership on the transformation agenda, contribute to policy alignment and institutional reforms, determines the quality of the environment .

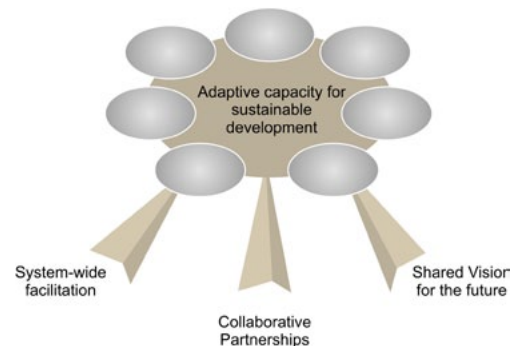
Diagram 03: Capabilities for Systemic Change

- In short, these are:

- Clear Systems planning and thinking
- Collective responsibilities, facilitating institutional arrangements, inter-ministerial collaboration
- Creating regenerative institutions

Adapted from "The Necessary Revolution: How individuals and organisations are working together to create a sustainable world".

- Peter Senge, et al



Organising the system

Capacity development of individuals, institutions to champion CAADP implementation

Our Desired Outcome: Networks and coalitions of CAADP champions are empowered to champion, stimulate, mobilise and effectively drive, manage and coordinate transformational processes for enhanced capacity and systems for CAADP implementation

- Translating Vision to Results and Impact

CAADP Focal Persons and the CAADP Country implementation team are at the heart of the whole country process, as the central driver and manager of the core CAADP implementation process.

As such, led by the CAADP Focal Person, the CAADP Country team is the entry point for capacity development **at country level**.

CAADP Focal persons: As the lead Change agent for CAADP process within the Ministry of Agriculture, is tasked with technical and process facilitation responsibilities to influence, steer and coordinate a broad range of multi-level actors to achieve results and outcomes; embracing and adopting new processes, tools and techniques; facilitating organisational learning and change.

CAADP Country teams: inter-institutional, multi-disciplinary, multi-sectoral in nature, to function as a Community of practise of to take leadership to steer and coordinate implementation and to resolve policy and institutional bottlenecks that impact on the attainment of agricultural targets. To fulfil this task requires a team spirit and a level of influence which one person alone cannot provide. The country team needs to be able to strategise well together and know the system (for example- the institutional architecture, historical, political and social contexts and associated components) it wants to influence. (See Appendix 1: Generic Terms of Reference for CAADP Country Teams).

Capacity Development for What?

Capacity to implement processes effectively, resulting in a supportive enabling policy and institutional environment for positive growth, results and impacts in the agriculture sector.

This implies leadership and management capacities to champion, drive, facilitate and coordinate implementation of CAADP principles, targets, and goals.

Capacity to do better in-

- “Harambe”- In organising the **energy** at national and regional level to build a critical mass of champions that can drive transformation;
- **Generating development results and impact** in a sustainable manner;
- **Thinking collectively and building authentic consensus** with the ultimate aim of achieving **shared visions and strategies** for agricultural capacity development through greater cooperation and inter-dependence;
- Co-creation of new relationships, values, institutional practices and mechanisms for leveraging increased investment and to remove blockages in the sector;
- Driving, stimulating development by embracing the discipline of Learning and innovation; adaptation and self-renewal in response to the demand for change;
- Achieving coherence, synergy and complementarity;

Evidence of Change:

- This will be evidenced by improved leadership and management practices noted in planning and facilitating processes for implementation of national agriculture and food security investment plans;
- Inclusive participatory processes resulting in improved coordination and cooperation between actors, productivity goals attained, joint accountability mechanisms are the basis for effective decision making processes, and knowledge systems are used to drive innovations;
- Collaborative partnerships and alliances emerge to harness the opportunities, drive and achieve agriculture and agriculture-led socio-economic development goals and targets;
- This mind-set change will pursue strategies that ensure that capacity is not only about skills, but also about incentives, governance, power structures, functional multi-partner relationships and institutional capacity.



Diagram 04: Transformational Triad for CAADP Communities of Practice.
(N Mjema/Prof M Rukuni/U Mpofu. 2012)

Collaboration for collective action

- Key actors in the sector understand and implement change management processes: that is, when change is possible, how realistic it is, how long it will take, what is required from the participants, who these participants are and with whom they need to engage, and what can be done to speed up and sustain the process.
- "Progressive organisations and institutions will thrive as a culture of learning and innovation becomes core to remaining strategically agile and adaptable. Highly successful organisations are skilled at creating, acquiring and transferring knowledge and modifying organisational behaviour to reflect new insights." adapted from Peter Senge's, 5th Discipline Handbook.

Overview of Management and Coordination capacities for CAADP Processes for CAADP Country Teams

Leadership Capacities

Stewardship, Visionary and strategic thinking
Change management - prediction, adaptation and responsiveness

Capacities for Relationship Building

Harnessing creativity and innovation
Motivation of actors
Building partnerships, alliances and networks
negotiation, communication
Joint Problem solving
Lobbying and advocacy

Capacities for Coordination and Programme Planning and Implementation

Participatory planning approaches and stakeholder engagement
Building a culture of knowledge
Monitoring and Evaluation
Building a culture of execution and results; and rapid results approaches

Capacities for Implementation Support, Policy formulation and institution building

Process Facilitation for coordination and institutional change
Policy negotiation, formulation and tracking

Associated Outcomes

Utilization of existing capacities
Effective use of personnel and organization potential
Mutual accountability and responsibility


Source: *Outcomes of the CAADP Capacity development Support Workshop Report, Seychelles 2008*

Broad strategies for Capacity Development

The CAADP Capacity development approach is needs driven, action oriented. Capacity Development programmes and projects will be designed to meet national and regional realities; and will draw from various capacity development strategies which include the following suggested tools, instruments and mix of approaches.

The underlying principle is to create a space for learning which allows individuals, institutions and society to **dialogue and critically self-reflect; promote acceptance of difficult and courageous decisions and generate innovate solutions** to direct change processes. Programmes should transfer tools and principles of **systems thinking, reflection and thinking; and collaborative learning to resolve challenges and constraints in a sustainable manner**. Approaches used should aim to harness African potentials - collective skills, attitudes and competencies - to deal with traditional paradigms and silo operations when facing global and local challenges. *(See Appendix 4: Examples of the NEPAD capacity development programme to strengthen CAADP Country teams at national level)*

- **Institutional and organisational development arrangements:** where there is evidence that leadership for transformation exists in the organisation, or has been sanctioned by an appropriate authority, then any capacity needs assessment and capacity development maybe appropriate and linked to implementation capacity.
- **Peer Learning and Mutual Exchanges, Network building:** wherein participants begin facilitating change processes after training. These should be essential tools for agents of change and can be used effectively with farmer organisations when used as 'peer learning groups'. Regional and country networks must be driven by strong leadership; policy networks must be informed and enhanced by engagement of key stakeholders;
- **Coaching mentoring and advisory support:** to help internalisation of training outcomes and is applied in the work situation and relies on an enabling environment within the organisation, such as political and accompanying organisational development processes to improve systems and procedures
- **Dialogue:** which should be used as an instrument of change and allow for self-reflection and assessment. The round-table approach should play a pivotal role in acceptance of the country teams. It can be done by means of conferences, meetings, or virtual round-table discussions and sectoral political discussions are paramount

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- **Facilitating access to knowledge:** Change is largely a process of learning and facilitating access and exposure to information and knowledge is important in the process of learning by doing.
 - **Training:** which should include a baseline study or prior learning which is further developed to meet the capacity needs
 - **Strengthening accountability systems and processes**

Appendices

Appendix 1: Terms of reference of the CAADP Country team

(Outcome of CAADP Resource Group Meeting, Uganda May 2010)

Background

The CAADP country implementation team is the heart of the whole country process, as the central driver and manager of the core CAADP implementation process. The country team's authority is based on the government's leadership responsibility. Given the importance of its role, the country team must have and be seen to have firm backing from the highest levels of government, which provide them legitimacy (for example, via an official delegation of authority from the relevant senior government structure). Indeed, wherever possible, one should aim to build on existing structures e.g. in some countries this may be an agricultural sector working group or coordination unit.

Objectives

The team plays a coordinating and facilitating role of the country CAADP process, drawing on a variety of sources to provide technical and political support as needed. The important objective is to fulfil the group's functions, and in many countries, there are potential existing structures, which can take these on.

Composition

CAADP country teams will ideally consist of middle to higher level staff from the ministry of agriculture, other ministries, the private sector, farmer organisations, civil society organisations, development partners and other committed actors, forming an effective coalition to make CAADP move forward. The team should be rather small and is not intended to be a permanent structure – much less a parallel government body.

Responsibilities / Mandate

The principal responsibility of the CAADP country team is the management of the CAADP implementation process, which involves:

- **Ensuring inclusive representation of all CAADP stakeholders** and provision of feedback to constituencies
- **Promoting CAADP and facilitating CAADP and agricultural sector related awareness, advocacy and training** for a better internalisation of the agenda, commitment of actors at the country level and facilitate continued political support and engagement. Therefore the need for:
 - **Better understanding of CAADP Framework, vision and principles**
 - **Articulation of the value addition of CAADP**
 - **Identification and support of Champions**
- **Designing the CAADP process and road map in the country in a strategic way.** This includes facilitation of consultations and negotiations with related partners and stakeholders, the development of a work programme and action plan that lays out the structure and flow of the country CAADP implementation process.
- **Organising and facilitating diagnostic/analytical work.** This includes collecting and assembling relevant information for the CAADP diagnostic work, such as a list of relevant past and present interventions, identifying and recruiting consultants to undertake required studies, and approving consultants' outputs and aggregating and disseminating findings so that they can inform the prioritisation process.
- **Organising and facilitating an inclusive country process on priority setting** of investment options and strategies, catalysing buy-in and internalisation among actors and ensuring alignment with national development systems, strategies and programmes including the PRSP, SWAPs etc.) and specifically:
 - **Facilitate stakeholders platform/fora**
 - **Allow generation of demand from constituencies and feed into country process**
- **Managing the work programme** and contributions of other actors, including organising and sequencing the components of the CAADP implementation process, e.g. organising for partnership development and coalition building and provision of capacity building for selected key institutions.

- **Stimulating and facilitating the engagement and involvement of various partners and stakeholders** including development partners, key institutions, civil society organisations, public–private bodies etc. based on agreed common vision, collective responsibilities and mutual collaboration focusing on:
 - **Linking national stakeholders, institutions for CAADP implementation**
 - **Facilitating institutional development of systems**
 - **Facilitation inter-ministerial linkages**
- **Coordinating and facilitating interaction and collaboration between the regional level and actors, (RECs, pillar institutions etc.) and continental actors (AUC, NEPAD etc.) and the country processes**, including ensuring that country needs (demand) are expressed and accordingly linked to relevant support options through:
 - **Multi-stakeholder formulation and implementation of the investment plan**
 - **Fostering cross-country CAADP Team experience sharing and learning**
 - **Providing feedback to country stakeholders and CAADP Resource Group**
- **Facilitating and coordinating CAADP related knowledge management operations** including progress monitoring based on indicators and benchmarks, peer review, self evaluation and learning, and integrating feedback into the action plan design and implementation process.

Expected output

In fulfilling these tasks, it is expected to have at country level:

- A functioning CAADP implementation system
- A high quality CAADP process, where CAADP vision and principles are well mainstreamed
 - Inclusive participation
 - Coalition and partnership building
 - Evidence based analysis
 - High level of engagement with key decision makers from public and private sector, CSOs, etc.
- Better alignment of development interventions beyond identified key priorities
- Greater impact in term of addressing CAADP objectives: income generation, food security, poverty alleviation

Appendix 2: Summary of Country Teams competencies

Required competencies of CAADP country teams

- A deep understanding and interpretation of the CAADP framework and principles and the country context of investment programme design, implementation and review over the past few decades. This also includes a grasp of the history of 'where it all comes from' and why things have worked or failed. Otherwise, the risk is always that one re-invents the wheel.
- An ability to understand and work within institutional frameworks and their dynamics and manage change processes in that context - from grassroots to Head of State level.
- An ability to create, facilitate and manage partnerships and alliances across unequal and diverse partners for a common purpose. This requires excellent facilitation and negotiation skills and the ability to empathise in institutional thinking and culture.
- An ability to design and manage multi-stakeholder processes in an efficient and effective way and so lead the CAADP implementation process effectively.
- A deep technical understanding of the issues and innovative ways of doing business so that shallow thinking and 'more of the same' can be challenged and new thinking can have space.
- Excellent information gathering skills and knowledge management skills and approaches. This includes also the 'know who' in terms of people and institutions who can support the CAADP process with technical and political knowledge and develop networks of influence effectively.
- And many other abilities and skills which are part of a learning process.

In short: required capacities of the country team

- Knowledge of CAADP and agricultural development issues
- Understand values and principles of CAADP both at the national, regional and continental level
- Subject matter expertise
- Negotiation, facilitation and communication skills
- Communication at all levels (verbal and written)
- Advocacy and lobbying
- Human development capacity
- Information gathering and knowledge management
- Knowledge management capacity
- Building management of partnerships and alliances with multi-stakeholders
- Networking: Establishing linkages to various sectors through well organized networks and partnerships
- Building and supporting multi partner initiatives
- Understanding of public, private and civil society partnerships
- Analytical, managerial, advocacy, communication and understanding of the policy environment
- Process management
- Management skills
- Organizational development skills
- Building and strengthening systems
- Team building
- Conflict management

Appendix 3: Examples - NEPAD Capacity development programme for CAADP Country Teams

Engagement Stage/Objective	Strategy/Examples of Capacity development measures employed
<p>Start - up Countries (Pre & Post compact, Post Business Meeting)</p> <ul style="list-style-type: none"> Country CAADP teams are formally constituted, strengthened and receive orientation to champion and coordinate CAADP implementation in their respective countries; Engage and ensure internalisation and buy-in by Government leadership and legitimisation of the CAADP team 	<ul style="list-style-type: none"> Orientation and strategic reflection dialogues to stimulate and guide development of the Country CAADP team Inter-country learning and sharing Sensitisation workshops for in-country NSA to better engage with the CAADP process
<p>Stage 2: Strengthening multi-Sectoral collaboration:</p> <ul style="list-style-type: none"> Senior officers in state institutions internalise, buy-in and are providing the desired leadership, policy and institutional support in the management and coordination of country implementation processes 	<ul style="list-style-type: none"> Retreat for senior government officials (Ministers and Permanent Secretaries in all agriculture associated ministries) on CAADP and CAADP reform objectives; Inter-country learning and sharing
<p>Stage 3: Leadership and management competence development and advisory support</p>	<p>Series of competence development seminars; coaching and mentoring of key persons</p>
<p>Stage 4: Institutional capacities of lead implementation agencies are strengthened</p>	<p>Lead institutions under-take organisational development processes to facilitate strategic alignment and strengthen internal systems</p>

Appendix 4: Principles of Communities of Practise- Facilitating multi-sectoral coordination in the Agriculture Sector

CAADP Country Teams: Facilitating multi-sectoral coordination in the Agriculture Sector

- The CAADP Country team is a coalition of actors committed to building effective sustainable networks delivering on- the- ground.
 - The functional link between country teams and constituencies responsible for agricultural production on the ground needs strengthening.
 - Networks are established as stakeholders build and maintain relationships via continual dialogue & sharing, keeping balance, equality and accountability between different levels; and are able to broker 'win-win' incentives.
 - Collaboration leads to improved decision making and programming.

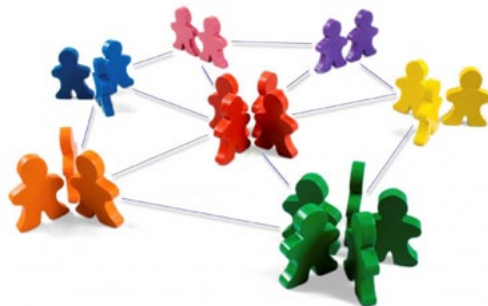


Fig 2: Championing the Change: Empowering Networks to Connect - Collaborate - Innovate!

Developing Collective Leadership CAADP for sustainable development

An example of a multi-stakeholder multi-partner team is the Ghana METASIP Steering Committee- the national CAADP team. The Medium Term Agriculture Sector Investment Plan (METASIP) is the sector policy by which the Ministry of Food and Agriculture (MOFA) is implementing the national agricultural targets and embracing the CAADP principles and values.

From Committees to Community of Practice

Successful networks, of individuals and organisations, are driven by engaged champions who effectively work together and -

- Have a clear shared vision about their own focus, role and mechanisms through which they add value.
- Understand their role as stewards of the future and adopt clear systems planning and thinking;
- Engage in broad and inclusive collaboration with actors to resolve problems and challenges
- Joint accountability mechanisms are the basis for effective decision making processes;
- Knowledge systems are used to drive innovations.

The success of a country team depends on a culture of dialogue-to Connect-Collaborate-Innovate. Reflection and learning is employed to engender internalisation, collective leadership and ownership.

Principles of Engagement

Changed mindsets - a commitment to finding innovative ways of thinking, interacting, working, prioritising what matters and finding new means of implementation.

Collective Leadership - Effective policy networks cannot be 'command-driven'. Rather they are self-organised teams where different stakeholders assume different leadership roles for specific aspects or actions. It grows out of the benefits that network participants perceive they will obtain from their participation. The benefits include the relevance, salience and credibility of the results of the network - better quality policy proposals, helpful lessons about implementation etc. - as well as the stimulating learning processes that the network offers to its members.

Collective action and responsibility - where actors are drawn together by a common good and the locus of responsibility is shifted to the collective to achieve good results. Actors re-ignite the collective ability to steer the agenda and thus rally systems and resources to deliver on development goals.

Mutual Learning and sharing- where a high premium is placed on building inter-institutional, cross-sectoral knowledge management systems to inform innovative decision-making processes. This deeper approach to solution-finding is a shift from the tradition of merely fixing the symptoms. Ultimately, this new habit of cross-sectoral interaction encourages a culture of thinking together and therefore address challenges in a more systemic manner.

CAADP Capacity Development

The above principles are gradually being adopted across the continent and are the foundation upon which capacity development interventions are grounded upon.

Sustainable development takes place where there is responsibility, more collaborating, sharing information and experience, adaptive capacity to cope with change, and a shared commitment to increase public and private sector financing of the agricultural sector. The coming together of like-minded champions (as a CAADP team) providing each other with peer support, facilitating collective thinking and coherence, as well as simply making the coordination function happen is at the heart of the community of practise.

The country team (CT) as a Community of Practice (CoP)

*Strengthening Implementation capacities
- the Ghana Country Team - Lessons Learnt*

In Ghana process facilitation has enabled the country team to develop and operate as a community of practice. It is characterized by collective leadership and a respect for others' different skills and knowledge. Members bring up identified issues and bottlenecks that confront the various stakeholder groups they represent into the team meetings for joint consideration and resolution. As a result of this shift in the way it functions, the Country Team has begun to address critical policy and operational issues from the perspectives of the different stakeholder groups involved in implementing the Ghana NAIP.

Instead of a conventional project "Steering Committee", CT meets regularly, bringing together all stakeholders as partners and collaborators in search of excellence in creating wealth in the sector (guided by the METASIP and using CAADP support measures and structures.)

The Ministry of Food and Agriculture (MOFA) serves as a Secretariat to facilitate the coming together of multi-stakeholders to share their insights, challenges, programs and investment projects with the purpose of leveraging support and information to enhance their operations.

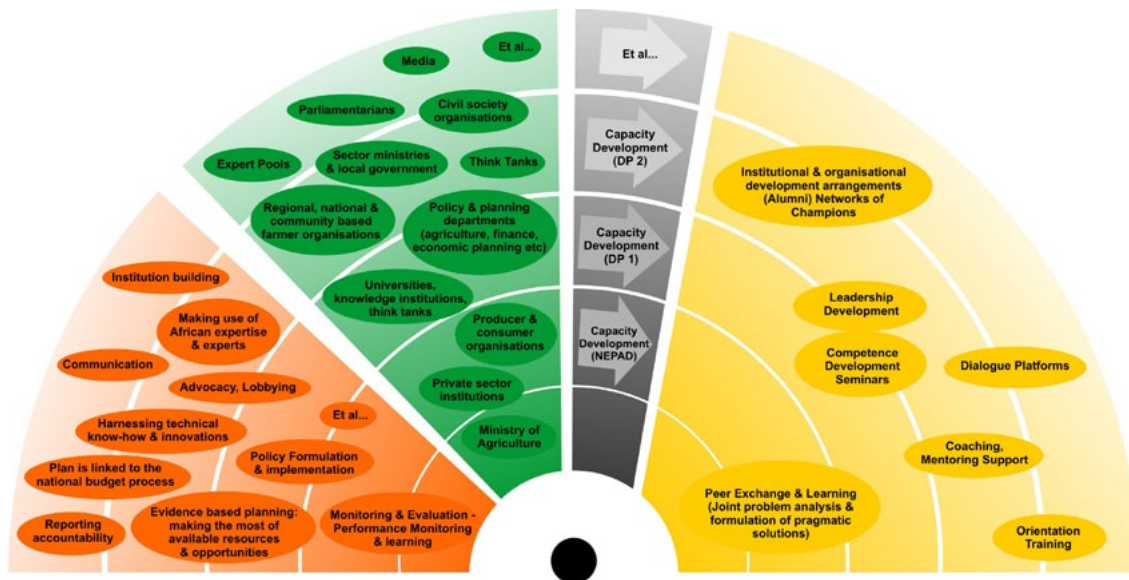
The value of the country team, as a CoP, lies in its ability to go beyond MOFA, for example to use the Parliamentary Select Committee and the cross-sectoral committees on agriculture. In addition, the CT engages the stakeholder constituency based in the agriculture sector.

Long term vision: CT is a multi-institutional platform, a Think Tank and a public-private sector forum for planning, managing, coordinating and reviewing growth and changes in the sector.

Organising the system, Institutions and Individuals for CAADP Implementation

Our Desired Outcome: Networks and coalitions of CAADP champions are empowered to champion, stimulate, mobilise and effectively drive, manage and coordinate transformational processes for enhanced capacity and systems for CAADP implementation

- Translating Vision to Results and Impact



Organising for CAADP Implementation
Reference: Generic Terms of Reference of CAADP Country Teams

Outcome:
High Quality Investment Plan, and enabling policy and institutional environment

Institutional actors, agencies and partners; and service agencies; + Non state actor groups and beneficiary groups: farmers, women and youth

Target Participants:
Key decision makers, budget holders, who can take decisions and recommendations into their organizational budgets and work plans for implementation: Permanent Secretaries, Director Generals; policy makers from public and private institutions; including senior managers; farmer organisations, civil society, academia, etc

Capacity Development Measures / Strategies for Capacity Development

Outcome:
Systemic human and organizational skills and competencies
Pool of experts and Networks of institutions

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Be part of a virtual Community of Practise on <http://www.nepad.org/foodsecurity/CAADP/group>

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