



Sustaining the CAADP Momentum

[Going for Results and Impact]

The CAADP 10-Year Results Framework

Accelerating CAADP Country Implementation

A Guide for Implementors



Sustaining the CAADP Momentum: Building on the Gains and Embracing the Lessons to Delivery, Results and Impact



The Sustaining CAADP momentum-Results Framework is the culmination of an extensive and inclusive **“Sustaining CAADP momentum”** exercise, undertaken over several months in 2012-13 in which a set of key result areas have been identified. To sustain the gains and the momentum from the first decade, the Sustaining CAADP momentum Results Framework (SCM-RF 2014-2024) will be launched in 2014 (Year 1) as the central guide for on-going country CAADP implementation support.

The CAADP Results Framework has been designed to serve as a single framework for results based programming and performance assessment in agriculture, as well as providing a benchmarking framework for national level processes and practical guidance to foster alignment and harmonization at all levels.

The African Union therefore invites stakeholders to participate in public dialogue and debate and consultations- as a means to validate the set goals and targets as well as identify the strategies and plans to implement the Sustaining CAADP momentum Results Framework.

To provide comments on the contents of this document please visit <http://www.caadp.net/caadp-momentum> or Write to Mr Martin Bwalya, Head of CAADP. Email: Bwalyam@nepad.org

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PREAMBLE

The Sustaining CAADP Momentum exercise, undertaken in 2012 to look back into the ten years of Comprehensive African Agriculture Development Programme (CAADP) implementation, concluded that the programme's vision was just as valid as it had been in 2003. Therefore, looking ahead to the next decade of CAADP implementation, the issue is more HOW to accelerate and expand the attainment of CAADP goals and ensure the desired levels and rate of transformation of African agriculture.

The first decade of CAADP implementation (i.e. 2003 - 2013) was one of self-discovery, innovation and re-establishment. It has provided critical gains and achievements, and profound lessons, forming a cardinal basis and foundation for guiding the next (2nd) decade in a clearer and more 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 to ensure this transformation delivers a tangible contribution to economic growth and inclusive development, especially with regard to the 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 as strengthening systems for self-learning and evidence-based accountability, 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. At the same time, it reinforces a culture of results-based programming, results for evidence, and objective analysis, as well as concern for aspects such as returns on investment. In this way, the Sustaining CAADP Momentum thrust will build on the transformational success being achieved, e.g. improved public planning and implementation processes.

The Sustaining CAADP Momentum Results Framework provides Africa and its partners with 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 things 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" of 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 the framework within existing CAADP implementation processes. For this purpose, the African Union Commission, and 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

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ACRONYMS AND ABBREVIATIONS

AfDB	African Development Bank
AgPER	Agriculture Public Expenditure Review
APRM	Africa Peer Review Mechanism
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
JSR	Joint Sector Review
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
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 Development Community
SLM	Sustainable Land Management
S&T	Science and Technology
UNCCD	United Nations Convention To Combat Desertification
UNDP	United Nations Development Programme
USD (US\$)	United States Dollar

1. INTRODUCTION

1.1 WHY THE CAADP RESULTS FRAMEWORK NOW?

Implementation of the Comprehensive African Agricultural Development Programme (CAADP) has over the last decade enabled countries to address some of the key transformational issues in agricultural development. In addition to improving the development planning processes, countries are placing growing attention to strengthening and aligning policy design processes, though, for instance, making the policy design processes transparent and inclusive, as well as linking them to evidence-based analysis. There is also growing attention and action to strengthen and align institutional and human capacity to achieve the highest levels in planning and implementation efficiency and effectiveness.

Looking forward to the next 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 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 from 2012 to 2013, a set of key result areas has 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 relates to enhancing local capacity and systems to accelerate and expand execution and delivery of results and the impact of African agriculture.

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

The *Sustaining CAADP Momentum* document has further noted that ability, capacity and mechanism to design and plan programmes and projects, as well as tracking performance are integral and essential components of the capacity to deliver results. The *Sustaining CAADP Momentum* document therefore provides a deeper background and context to this CAADP Results Framework.

It is in this context that the *Sustaining CAADP Momentum* exercise 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, forms a basis for fostering alignment and harmonisation of programmes and initiatives.

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

- a) A replacement document for CAADP
- b) Ignoring the four pillars of CAADP
- c) Re-launching a new planning process

Rather, IT IS:

- a) An effort and guide to systematically strengthen the focus on implementation and delivering results
- b) A means to set and monitor clear and attainable results and impact goals
- c) A tool to foster alignment and harmonisation in the numerous efforts and initiatives on agriculture development
- d) A 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 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 an understanding of associated assumptions, as well as a 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 constitutes a single framework for results-based programming and performance assessment in agriculture. It provides a benchmarking framework for national-level processes and practical guidance to foster alignment and harmonisation 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 has been 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 realised through improved quality and functioning of the existing planning, monitoring and evaluation and accountability tools and systems.

1.2 WHO IS THE CAADP RESULTS FRAMEWORK FOR?

The CAADP Results Framework will be useful in connecting within and across levels, sectors and thematic areas. State and non-state institutions including civil society, private sector institutions and development partners will find the Results Framework to be an important tool in pursuing results-based planning and implementation. It will be an important basis for 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**, internalisation 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 the African Union Commission (AUC). The Results Framework, in this regard, also provides key parameters and scope to advance collaboration and partnerships with local and international partners. ODA and FDI partnerships as well as bilateral and multilateral initiatives such as the New Alliance for Food Security, Grow Africa, GAFSP and others should align with the CAADP Results Framework.

1.3 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:

- a) **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; renewing their vigour and attention to gender equality and focus on the youth; sustaining regional efforts towards integration; developing and making 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.
- b) **Examples of bad things that Africans should stop doing** as identified by African stakeholders include: Africans should stop playing beggar in the global food system; stop selling arable land for fuel at the expense of agriculture and local people's livelihood; 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 financing for agriculture only to attract votes; stop unsustainable use of land and selling land without due diligence; stop accepting donor financing only because of the money regardless of the agenda; Africans should stop the over-dependence on donors for agriculture investments.

- c) **Examples of things that are not happening and that Africans should start doing** as identified by African stakeholders include: 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 the 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; reviewing plans annually to evaluate where we are, monitor results and factor in improvements.

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

1.4 CROSS-SECTORAL ASSUMPTIONS AND PRE-CONDITIONS FOR SUCCESS

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

Box 4: Through CAADP, there has been a greater appreciation for multi-sectoral aspects and cross-sectoral interdependences in African agriculture, and practical ways of dealing with these aspects have been identified. To deliver set agricultural performance goals and targets during the upcoming 2nd decade of CAADP, it is clear that the following policy and transformation strategies and advances will be cardinal for success in agriculture:

- a) advances in industrialisation especially with regard to agricultural based value-addition industry
- b) functioning regional markets playing a key part as optimal drivers for national agricultural and economic growth
- c) increased purpose-built capacity (quality and quantity) for innovation, S&T and human skills development

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

- a) A sound and robust **industrialisation** policy and strategy;
- b) A sound and country-driven economic **regional integration** agenda (markets and trade);
- c) Pro-active policies and investments in **science and technology, and skills development** including knowledge generation and management;
- d) A sound and robust economic diversification policy and strategy with agriculture positioned as a key driver for economic growth.

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

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

2. THE CAADP RESULTS FRAMEWORK

2.1 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 levels 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 of 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.

Level 1 highlights the higher-level socio-economic growth and inclusive development parameters to which improved agriculture performance is expected to contribute. Specifically, three factors have been identified as key results areas in which improved agriculture performance should manifest, namely (a) wealth creation; (b) economic opportunities and prosperity - jobs and poverty alleviation (c) improved food security and nutrition; (d) reduction of inequalities and strengthening resilience; and (e) environmental sustainability (see Figure 2). Related indicators as well as continental level targets are elaborated in Annex 1. 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 the successes and improved performance in the priority areas identified at this level will determine agricultural contribution to Level 1 results and impacts.

Level 3 presents the six priority result areas that define expected CAADP-specific contributions to achieving the goals and objectives of African agriculture development in the next ten-year period. This is essentially the effect expected (desired) from CAADP in terms of transformative systemic capacities. The direct value addition of CAADP implementation will be assessed through these six priority result areas.

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 the 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.

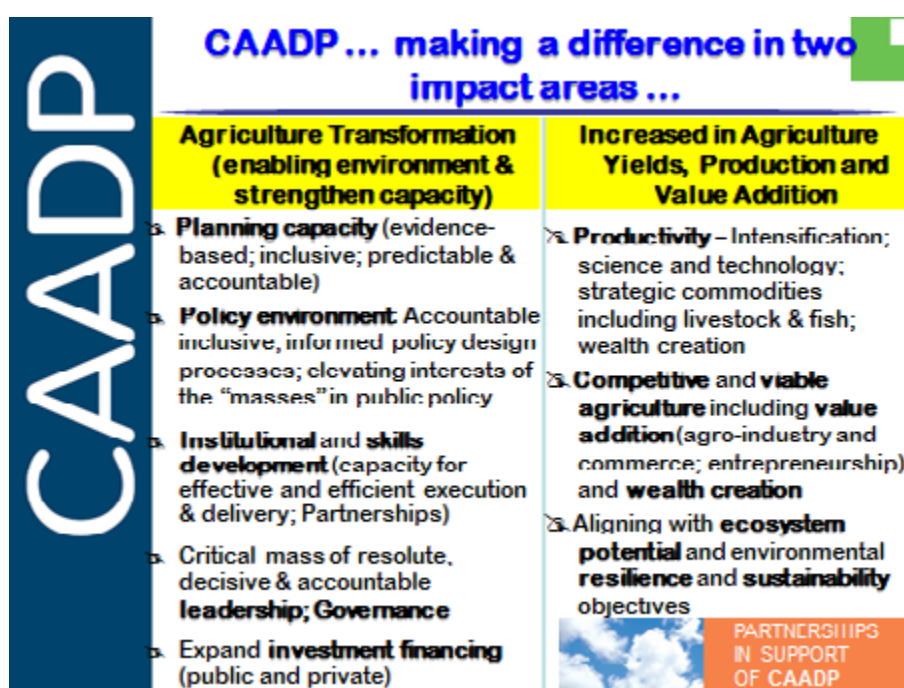


Figure 1: Two-pronged approach: Transformation and Agriculture Growth

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 increases in agriculture production and productivity).

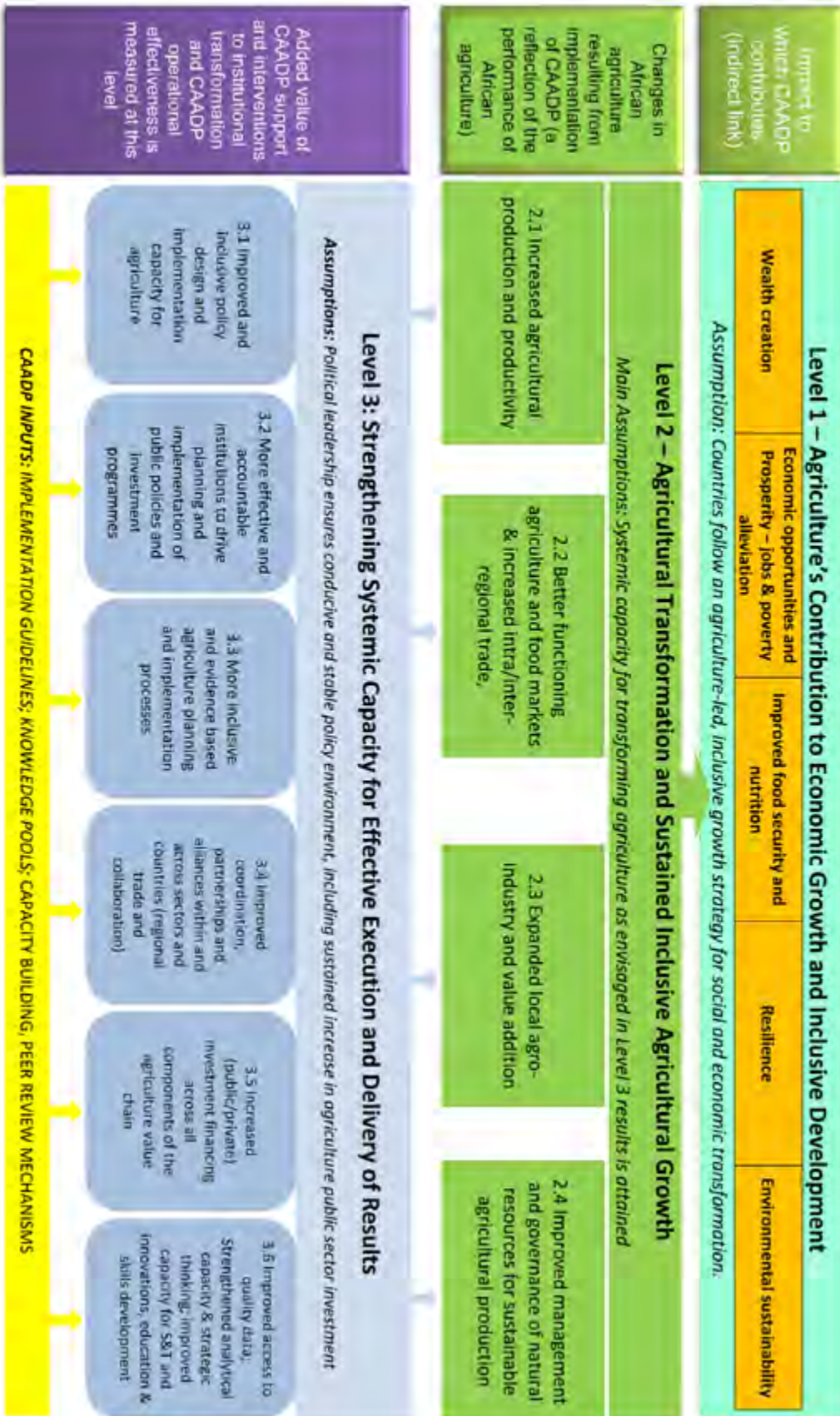
2.2 STRUCTURE OF THE CAADP RESULTS FRAMEWORK

Figure 2 is basically a diagrammatic representation of the CAADP Results Framework. The diagram shows the 3 levels of results. Annex 1 (Tables A1, A2 and A3) shows the breakdown of Levels 1 to 3 respectively, in terms of proposed indicators at a 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 validated data for these three columns. The process to generate this data will be 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.

It is also useful to understand that the CAADP Results Framework combines a logical flow of three levels of results elaborating the (a) why; b) what; and c) how.

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 back into 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



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

Results Level	Description
<p>Level 1: WHY? (IMPACT)</p> <ul style="list-style-type: none"> - Defines ultimate IMPACT in terms of social and economic transformation of African society. - These are high level results reflecting medium to long term 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 and rate at which agriculture is contributing to attaining these impacts. 	<p>Adapting and achieving Level 1 and 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.</p> <p>This is directly about TRANSFORMATION and PERFORMANCE of the AGRICULTURE SECTOR.</p>
<p>Level 2: WHAT? (OUTCOMES)</p> <ul style="list-style-type: none"> - Defines results in terms of agricultural production, productivity, competitiveness and regional and global integration. - Identifies the intended (priority) agriculture specific results (outcomes) which in turn contribute to IMPACT (Level 1). - Defines the goals for which agricultural interventions will aim. 	<p>The targets in Levels 1 and 2 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</p> <p>CAADP implementation support will provide technical guidance including historical and foresight analysis to help countries determine feasible country-specific growth levels and rates (financing, implementation, etc...) to attain the visionary targets in the time given.</p>
<p>Level 3: HOW?</p> <ul style="list-style-type: none"> - Defines results in terms of systemic capacities to effectively finance and implement agricultural policies and programmes at national level. - This level also defines the priority result areas which constitute "CAADP implementation support". - Elaborates the CAADP specific results areas through implementation, 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). 	<p>Level 3 defines organisational and human ABILITY and CAPACITY to plan and execute agricultural development policies and programmes at national level. Level 3 defines the interventions and result areas specific to CAADP implementation support, i.e. implementation of CAADP will be addressing one or a combination of result areas defined in Level 3.</p> <p>Delivering on the six result areas identified under this level will enable and empower countries to achieve appropriate, effective and efficient performance of the agricultural sector (i.e. Level 2) and consequently contribution to impact issues (Level 1)</p>

It is important to recognise that a results framework is just as useful in designing programmes and investment projects, as it is in designing performance management and monitoring and evaluation tools. In this regard, it is crucial to unpack, analyse and explain how investments or interventions lead up to the desired results. 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.

2.3 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:

- The intended result (with indicator/s to measure the result);
- The interventions/investments/strategies that will work individually and/or collectively to achieve the result;
- Components causing change and forming pathways towards the main result (the main categories of change agents and levers of change include: capacity building, influence and visibility, leveraging resources, and direct impact);
- Intermediate results leading to main result (often require process indicators); and
- 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 analysis interventions is to complement it with good political economy analysis (PEA). PEAs often strengthen the explanatory power and therefore lead to better design of interventions with a higher probability for implementation.

2.4 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 by giving an indication of whether the country is on course to attain set CHANGE and IMPACT goals, from institutional capacity to productivity and competitiveness 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 of progress being made, especially, as regards the input-output parameters.

The dashboard will be an easy to read, real-time user interface showing a snapshot of 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 are 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):

a. AGRICULTURE’S 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



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

3. USING THE CAADP RESULTS FRAMEWORK

3.1 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). Whilst 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 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 measurable 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.

b) AGRICULTURE AND AGRIBUSINESS DEVELOPMENT (INPUT - OUTPUT INDICATORS)

The Result Areas under Levels 2 and 3 are: improved production, productivity and competitiveness of agriculture; agribusiness 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
- Agriculture-Related Infrastructure Development Index
- Ecosystem Services Quality Index

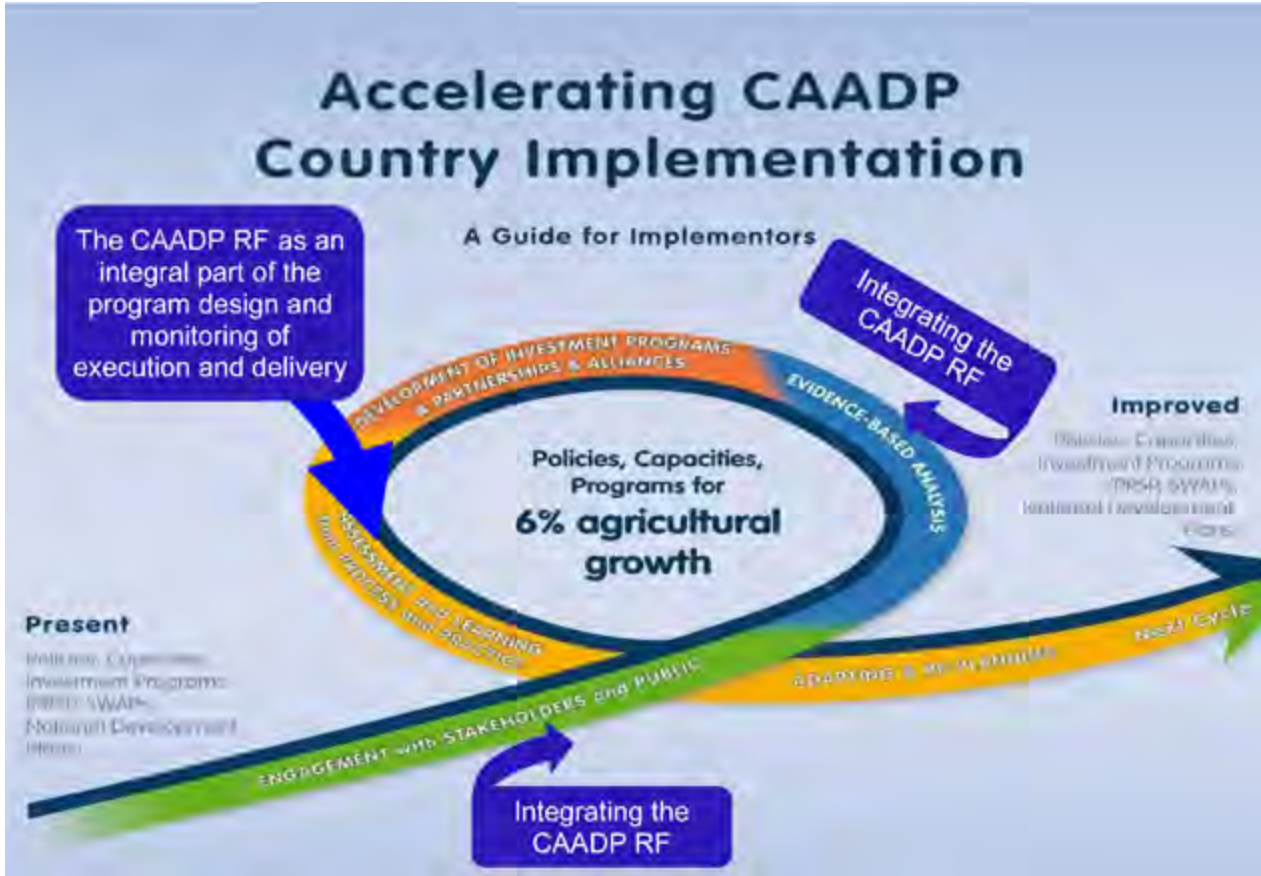


Figure 4: Entry points for the Results Framework in the country CAADP implementation process

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 support. The Results Framework will also compel regional and continental agricultural development policies, strategies and programmes which support optimal national solutions.

An assessment and evaluation of CAADP and its value addition to African agriculture is planned at 5 year intervals 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 interest and energy in CAADP and African agriculture in the coming decade. The CAADP Results Framework is an instrument that will not just establish what these results and impact are, but will 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 to support learning and accountability.

3.2 THE CAADP RESULTS FRAMEWORK EMBRACES AND FOSTERS A HOLISTIC AND COMPREHENSIVE PERSPECTIVE OF THE AGRICULTURAL DEVELOPMENT AGENDA

The Results Framework 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 Results Framework 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 Results Framework within the context of the needs and expectations of countries implementing the Results Framework:

- **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 Results Framework include consolidating and précising implementation aspects of the investment plans with theory of change analysis and political economy analysis. Ex-post applications are in strengthening M&E and performance management tools. The continental Results Framework and national Results Framework feed into each other as living documents.
- **Regional Agricultural Policies (RAPs):** Each of the RECs has concluded or is in the process of preparing regional agricultural policies. Regional integration is a major result area for CAADP and in preparing the Results

Framework for each RAP, this aspect requires special attention in terms 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 is the elaboration of 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 Results Frameworks and M&E tools fed from the CAADP continental Results Framework 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 responsive to 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 simultaneously demonstrate value and impact on the volume and quality of 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 programme 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, 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 in accordance with 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 Results Frameworks and M&E tools. Overall, the issue of land (and water) in terms of governance and sustainable use will be central to the success of agriculture, especially with regard to agricultural impact on inclusive and people-centered development. The CAADP Results Framework will pay special attention to tracking land governance and associated parameters. Annex 1 (Table A2) reflects some higher level indicators. Annex 2 presents a set of indicators which countries could adapt to define circumstance-specific national level indicators.
- **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. The emphasis is on planning and 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 and accounting for within the Results Frameworks and performance indicators.

3.3 USING THE CAADP RESULTS FRAMEWORK AT COUNTRY LEVEL

3.3.1 National level actions to internalise and use 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 and 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", aggregate target and performance measures, and awareness that the continental rate and level of performance and progress will depend on the performance of individual countries - i.e. countries also having obligations to contribute to raising 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 in the NAIPs;
- help the country to refine and focus set performance targets including ensuring that planned activities (interventions) and associated assumptions are realistic and appropriate to deliver the set targets in the defined time and with the available resources;
- rally unity 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 of fostering and consolidating implementation of the NAIPs. This initial exercise will mobilise planning (both programme and budget), implementation, monitoring and evaluation constituencies into a systematic engagement which will enable the country to determine and align national priorities and NAIPs in the following aspects:

- With regard to Level 1:** Position agriculture in overall national socio-economic growth and (inclusive) development trajectory. With clear evidence-based articulation, this should translate to the extent of growth and development attributed to agriculture.
- With regard to Level 2:** Articulate within the context of Level 2 priority result areas, what extent of performance is desirable (required) to achieve the level and rate of agricultural performance necessary for agriculture to contribute to the results and impact articulated at Level 1.
- With regard to Level 3:** Embracing and applying the Results Framework will compel reflection and in-depth examination of the anticipated or assumed change process (theory of change) including enabling objective review of the associated underlying assumptions. The greater thrust in the Level 3 impact areas is transformational change essentially in terms of ABILITY and CAPACITY associated

with systematic action to unlock the potential of 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 interventions, which are explicitly aimed at stimulating new investments and at elevating the 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 an M&E tool. In addition, the country level Results Framework should contain change pathways analyses that surface and show causal links between investment activities and desired outcomes, results and impacts. This should start with relationships and pathways between policies, institutions, and investment mobilisation.

3.3.2 Consolidation, strengthening and aligning Results Framework implementation capacity

The post-inception phase will involve further consolidation, integration and refinement of the Results Framework into the country's agricultural development planning and implementation strategies and tools. This implies design and implementation of integrated but discrete 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; (c) reporting; and (d) support for new planning and for 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 across multiple organizations, including planning departments in Ministries of Agriculture, Ministries of Economic Planning, national statistics agencies, universities and research institutions.

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

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

At all stages in the country and regional CAADP implementation process, the specific products developed from the Results Framework are 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 Results Framework products should provide information on: (a) intended results; (b) interventions/investments/strategies and how these cause change in a measurable way; (c) the pathways of that change and how it leads to intermediate results that add up to main results; (d) the indicators for results and intermediate results; and (e) underlying assumptions as well as the probability of assumptions being fulfilled.

3.3.3 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 that are 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). These sets 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 APRM recommendations.

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 sets 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 environments 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 environments, and (b) increased investment into agriculture and this in turn, is expected to directly and indirectly contribute to producing desired results as defined in Levels 1 and 2 of the CAADP Results Framework.

These results, at country level, 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; economic opportunities and prosperity - jobs & poverty alleviation; improved food and nutrition security; resilience; and environmental sustainability.

3.4 USING THE CAADP RESULTS FRAMEWORK AT REGIONAL AND CONTINENTAL LEVELS

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

- a) Provide in a clear, implementable and traceable form, the priority areas, targets and indicators which will define "CAADP implementation support". Level 3 in the Results Framework chart provides, at this moment, the identified CAADP implementation support priority areas;
- b) Serve as the central "yardstick" to standardise and benchmark as well as facilitate, guide and compel alignment and harmonisation of strategies and programmes by all players and stakeholders, including regional farmer organisations, 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 stages, help to objectively rationalise the

various technical reports on CAADP and African agriculture, including the 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 provide lists 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.

3.4.1 The CAADP Results Framework Implementation Support Inception Phase

Noting that implementing the CAADP Results Framework will be undertaken as part of the ongoing country CAADP implementation support, the actual interventions will be country-specific. Countries with existing investment plans and a focus on implementation present a good entry point, especially those in the process of developing and consolidating results and associated M&E systems. Countries that are at various stages prior to finalising investment plans will also embrace the Results Framework as part of their planning processes. 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 bringing the desired attention and reflections on African agriculture and CAADP.

The Inception Phase will involve a series of work streams which will be implemented across all 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, 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 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-a-half years. Countries will be expected to start with longer-term associated, overlapping post-inception programmes 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.

4. MONITORING, REPORTS AND REPORTING

4.1 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 an 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 coherent reporting systems including documentation of lessons. It is important to note that this does not imply or translate into undue extra burden. Much of these M&E systems exist in one form or another. However, it is 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 may 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 recognises that all the efforts to support strengthening of the M&E and data management systems is primarily to ensure capacity within national systems that supports informed and evidence-based 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 each in-country M&E and reporting system will be complete in itself. Its ultimate purpose is to provide clarity on national level policy and programme planning and design and learning. This is an integral part of the incentive for a successfully functioning in-country M&E and reporting system. Contributing to regional and continental data/information needs, though important, is simply a “bonus”. Bearing in mind the sensitivities around data and 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 APM 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 CAADP Results Framework scope and reporting parameters) of the current Annual Trend and Outlook Report (ATOR), 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 will be an integral part of the reporting and accountability system. These include 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, such as farmer and other non-state organised forums.

The regional and continental reports will monitor and cover a very small set of core aggregate indicators and trends on key economic growth and inclusive development compound parameters.

4.2 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) includes, as one of its main work streams, actions to determine appropriate reports and reporting systems and platforms, and ensure that reporting serves the purpose of informing accountability systems, as well as facilitating and supporting learning. This will inform subsequent interventions, expected to largely involve strengthening and aligning existing reporting tools and systems.

Expected value addition of the CAADP Results Framework to 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;

- Rationalised set of indicators informing both development planning (Ministry of Finance / Ministry of Agriculture) and technical planning processes and policy design (Ministry of Agriculture);
- Facilitate evidence-based, objective accountability systems; and
- Enable countries to follow through on 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 (before Results Framework)	Current reporting landscape (before Results Framework)
National Level	<ul style="list-style-type: none"> • Various Govt and non-govt Technical Reports on agriculture development (internal and external) • AgPERs • Ministry of Finance economic performance reports and budgets • Periodic National Development Assessment Reports (job creation, poverty alleviation; food security; etc...) 	<ul style="list-style-type: none"> • Same reports, rationalised in terms of which parameters are monitored, and incorporating more standardised use of indicators
Regional Level	<ul style="list-style-type: none"> • CAADP implementation Support Report produced by the REC Secretariat and submitted to the Regional Council of Ministers Meetings 	<ul style="list-style-type: none"> • CAADP implementation Support Report produced by the REC Secretariat and submitted to the Regional Council of Ministers Meetings - with reporting parameters aligned to 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	<ul style="list-style-type: none"> • 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 organisations including World Bank, FAO and NGOs • Commentaries and opinion pieces (most often very limited in scope and information) 	<ul style="list-style-type: none"> • CAADP and African Agriculture Annual Report: Progress and Impact <ul style="list-style-type: none"> - Part 1: Results-based CAADP Implementation Support Report (focusing on Level 3 parameters in the Results Framework) - Part 2: Agriculture and Africa's Socio-economic growth and development (focusing on Level 1 and 2 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 scrutinised, and learning will be facilitated at the annual CAADP Partnership Platform. Various reports will be adapted to feed into 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.

5. SUSTAINING CAADP MOMENTUM IN RELATION TO KEY CAADP COMPONENTS

5.1 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 they were in the circumstances leading up to 2003. The Sustaining CAADP Momentum strategy was developed from the four priority issues defined in the CAADP pillars, but went further to bring in issues and lessons from the preceding ten years. The CAADP pillar issues form the central thread of the CAADP Results Framework and therefore remain the “pillars” guiding and supporting efforts to deliver increased production and productivity in African agriculture. Sustaining CAADP Momentum and the CAADP Results Framework simply bring to the fore “soft” transformational issues that are central to building systemic and institutionalised capacities, and are 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 One’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 Three emphasises on food security, nutrition and social protection relate to key Level 1 results, which now include wealth creation and resilience. Pillar Four 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.

5.2 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 Agenda 2063. 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 required to attain the goals of the African Union Agenda 2063. It is hence expected that further development of the African Union Agenda 2063 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 Agenda 2063 is crucial for Africa’s comprehensive and inclusive economic growth and development - bearing in mind the critical role agriculture still has to play in 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 African Union Heads of State and Government special committee on the post-2015 goals and the relevant technical processes supporting this 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 and 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 A1: LEVEL 1 SOCIAL AND ECONOMIC TRANSFORMATION IMPACT INDICATORS

LEVEL 1 – DEVELOPMENT IMPACT – AGRICULTURE’S CONTRIBUTION TO ECONOMIC GROWTH AND INCLUSIVE DEVELOPMENT

Result Area	Indicators	Data Sources	2014 Baseline	2019 Baseline	2024 Baseline
1.1 Agricultural contribution to creation of national wealth	1.1.1 Agriculture GDP growth rate (% change relative to predicted trajectory)	National data; Householder surveys			
	1.1.2 GDP growth from Agriculture value added	National data; National & Regional Chambers of Commerce; Householder surveys			
1.2 Impact of agriculture on poverty alleviation	1.2.1 Rate of poverty reduction in rural areas	National data; Householder surveys			
	1.2.2 Gini coefficient of incomes	National data; Householder surveys			
	1.2.3 % of new jobs from agricultural commercialisation and agricultural dependent commerce and industry	National data; Householder surveys			
1.3 Food security, food autonomy and nutritionally secure	1.3.1 % Global Hunger Index	National data; IFPRI; Householder surveys			
	1.3.2 Prevalence (%) of stunting among children under five years old	DHS and MICS surveys; WHO Global database			
	1.3.3 Access to dietary food diversity	WFP Food consumption score			
1.4 Resilience to stresses and shocks	1.4.1 Measure of vulnerability to shocks at national level compared to status quo (specifying number of people involved and segregated by gender; age; urban and rural)				
	1.4.2 Government policy and budget instruments on disaster risk management and social protection				
	1.4.3 The % of national budget allocated for disaster risk management and social protection				

TABLE A2: LEVEL 2 AGRICULTURAL TRANSFORMATION AND SUSTAINED AGRICULTURAL GROWTH INDICATORS

LEVEL 2 – OUTCOME – HIGH AND SUSTAINED AGRICULTURAL PERFORMANCE AND GROWTH

Result Area	Indicators	Data Sources	2014 Baseline	2019 Baseline	2024 Baseline
2.1 Increased agriculture production and productivity	2.1.1 Agricultural per capita GDP (agriculture value added per hectare - measuring combined crop-livestock-fishery productivity)				
	2.1.2 Total factor productivity (with priority on small holder returns to labour, land and external inputs) - link to the 6% target)	http://www.card.iastate.edu/books/shifting_patterns/pdfs/chapter4.pdf			
	2.1.3 Food Production Index (focusing on key strategic commodities)				
	2.1.4 Irrigated land as percent of total crop land				
	2.1.5 Change in input use (fertilizer; mechanisation; seed and other purchased inputs)				
2.2 Markets and Trade	2.2.1 Input market functioning; ease of doing business in agriculture index (Refer BBA stats)				
	2.2.2 Volumes traded cross-border (selected commodities and food products; intra-African and global exports; Intra- and inter-regional trade)				
	2.2.3 Regional harmonised product quality standards				
	2.2.4 Africa's share in global agriculture trade				
	2.2.5 Number of countries with formal land markets and land tenure policy in Africa				
	2.2.6 Evolution of producer price in relation to consumer price				
	2.2.7 Agricultural land (Ha) with access to road and power within 5, 10 km radius				
2.3 Empowered and expended	2.3.1 Volume change in micro-financing accessed by SMEs				

Result Area	Indicators	Data Sources	2014 Baseline	2019 Baseline	2024 Baseline
domestic agro-industry	2.3.2 Agri-entrepreneurial capacity of smallholder farmers and SMEs				
	2.3.3 % decline in agricultural produce exported as primary raw material				
2.4 Increased investments in agriculture (commercialisation of agriculture)	2.4.1 % of public budget spent on agricultural related investment financing (i.e. to generate agricultural returns) - The CAADP Maputo 10% Decision				
	2.4.2 % change in private sector investment flows in agriculture (per capita)	National data			
	2.4.3 Share of international investments (FDI) in agriculture and agribusiness				
	2.4.4 Land size under secure land tenure by local populations (segregated by gender) (see Annex 2)				
	2.4.5 Annual investments in new rural roads; agriculture-related ICT and agricultural produce storage capacity (as well as investments/cost for maintenance)				
	2.4.6 Access to loans by agriculture-based SMEs (Volumes)				
2.5 Sustainable natural resources management (environmental resilience)	2.5.1 Hectares of land protected or restored under agro-ecosystems (Land & water, agro-forestry, agro-ecology)	Natural resource sustainable use/ sustainable agricultural practises			
	2.5.2 Increasing value of land due to improved land governance and land rights	Land rights and Bio diversity			
	2.5.3 Ha of annual LSLBI and effective productive use in the framework of the LSLBI	Impact on resilience			
	2.5.4 Forest area				

Result Area	Indicators	Data Sources	2014 Baseline	2019 Baseline	2024 Baseline
Sustainable natural resources management (environmental resilience)...cont	2.5.5 Withdrawal of water for agriculture as a percentage of total water withdrawal				
	2.5.6 % increase in hectares under SLWM annually disaggregated by country, land-use type, and target area				
	2.5.7 Biodiversity and ecosystem resilience index				
2.6 Value addition and market development	2.6.1 Value and volume of SMEs trade				
	2.6.2 Entrepreneurship Development (Index to be explored through business chambers nomenclature)				
	2.6.3 Ease of doing business in agriculture index				

TABLE A3: LEVEL 3 STRENGTHENING SYSTEMIC CAPACITY FOR EFFECTIVE EXECUTION AND DELIVERY OF RESULTS

LEVEL 3 – OUTPUT: – SYSTEMIC CAPACITY

Result Area	Indicators	Data Sources	2014 Baseline	2019 Baseline	2024 Baseline
3.1 Improved and inclusive policy design and implementation capacity for agriculture	3.1.1 Existence of an inclusive & functioning institutional architecture for governance in the agriculture sector				
	3.1.2 Leadership capacities - exhibited through clear vision / agenda, strong accountability, and firm championship				
	3.1.3 Capacity for review, learning and planning				
3.2 More effective and accountable institutions to drive planning and implementation of public policies and investment programmes	3.2.1 Strategies are in place to define the policy review and formulation processes (inclusiveness, inter-sectorial alignment, policy coherence)				
	3.2.2 Policy orientated knowledge mechanisms are in place to support the policy review and formulation process (generation, access, quality of agriculture statistical data available etc.)				
	3.2.3 Capacity for analysis and utilisation of policy information; (incentives as the reason for formulation, not as end in itself)				
3.3 More inclusive and evidence based agriculture planning and implementation processes	3.3.1 Coherent and inclusiveness system of planning	capacity into plans			
	3.3.2 Capacity to translate policies into programmes and operational plans (tools and instruments for planning etc.)				
3.4 Improved coordination, partnerships and alliances within and across sectors and countries (regional trade and collaboration)	3.4.1 Capacity for implementing planned programmes				
	3.4.2 Capacity for monitoring, evaluation and learning (comprehensive agriculture statistical data available)				

Result Area	Indicators	Data Sources	2014 Baseline	2019 Baseline	2024 Baseline
3.5 Increased (public/ private) investment financing in agriculture achieving better value for money	3.5.1 Mechanisms for leveraging additional public and private financing - including PPPs				
	3.5.2 Taxation and interest rates on agriculture inputs and product				
	3.5.3 Number of functioning farmer/ commodity associations, cooperatives and SMEs business organisations (for bulking)				
	3.5.4 Quality of public agriculture plans & budgets				
	3.5.5 Coherence of policies and attendant tools (e.g. taxation & interest rates) with the objective of attracting additional investments				
3.6 The knowledge, innovation and learning system and processes effectively informing and supporting farmers, producers and entrepreneurs.	3.6.1 Research and innovation products adapted for improved agricultural productivity				
	3.6.2 Strategies for skills assessment, education and skills development				
	3.6.3 Data, Information and analytical capacity in national statistical offices				
	3.6.4 Countries with functioning Agricultural Risk Assessment capacity and long term agricultural risk management plan				

ANNEX 2:

LAND POLICY M&E AND SET OF POSSIBLE INDICATORS *(Source: Land Policy Initiative; Website: <http://www.uneca.org/lpi>)*

What do we need to measure?

- Status of land policy development/ implementation in Africa
 - Extent to which land laws/ institutions provide equal rights to men/women
 - Political commitment: e.g. extent to which Member states provide budgetary allocation to the land sector
 - Accessibility of land institutions/ services for all
 - Protection of all bundles of rights in legal frameworks
 - Existence/ clarity of procedures for investors in accessing land
- scale investments in agriculture are clearly defined and implemented
 - Clear avenues to lodge complaints when investors do not comply with requirements
- Resource allocation
 - % of national budget allocated to land sector
 - % of land policy needs/objectives covered by national budget
 - % of composition of donor funds in national land budget
 - % of total and budget allocated to capacity building of staff dealing with land
 - level of resources generated from land taxation

Possible indicators to track land governance

- Legal/institutional land policy framework
 - Existence of a functional national land policy framework
 - Participation in land policy development and implementation
 - Recognition of customary tenure in both rural and urban areas
 - Land focused institutions with clear mandate
- Security of tenure for women
 - Acknowledgement and protection of women's individual land rights through customary or statutory law
 - The law provides opportunities for those holding land under customary tenure to fully or partially individualize land ownership and use
 - Procedures for registration of tenure are clearly specified, safeguarded and followed
 - Proportion of women with documented land rights
- Land administration systems that promote equity
 - Existence of formal mechanisms for land management and land administration
 - Ease and affordability of registration of property
 - % of land that is registered
 - % of communal land that is registered
 - Access to justice/recourse to enforce land rights
 - % of landless/homeless/squatting households
- Land management systems that contribute to sustainable land utilisation
 - Land is mapped and rights are registered
 - Land acquisition generates few conflicts and these are adequately addressed
 - Land conversion restrictions on rural land parcels
 - Public institutions involved in land allocations operate in a transparent manner
 - Incentives for investors are clear, transparent and consistent
 - Accessible and reliable land information for all interest holders
 - There are direct and transparent negotiations between rights holders and investors
 - Social and environmental requirements for large

ANNEX 3: THEORY OF CHANGE ANALYSES FOR SUSTAINING CAADP MOMENTUM

'There is nothing as practical as good theory'

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. It is also useful in strengthening and finalising other documents relevant to CAADP implementation such as the Knowledge Information Support (KIS) and the Science Agenda for Agriculture in Africa (SAAA).

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 that 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 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 are 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 spend their resources on sets of actions with highest probability of bringing about desired results and change.

2. 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 programme 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 will be accomplished.

Stakeholders value theories of change as part of programme 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, ongoing 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 Momentum 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:

- a. Improved and inclusive policy design and implementation capacity for agriculture;
- b. More effective and accountable institutions to drive planning and implementation of public policies and investment programmes;
- c. More inclusive and evidence-based agriculture planning and implementation processes;
- d. Improved coordination, partnerships and alliances, within and across sectors, and countries (regional trade and collaboration);
- e. Increased (public and private) investment financing in agriculture, achieving better value for money;
- f. 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.

For 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 each country and for each programme, specific investment or project.

1. Local (in-country) improved and inclusive policy design and implementation capacity:

- a. Indicators (illustrative):
 - i. Policies are increasingly based on evidence;
 - ii. There are identifiable investment incentives resulting from policy formulation;
 - iii. Improved alignment of policies affecting agriculture across different government sectors, agendas and priorities;
 - iv. Number and range of interest-specific state and non-state stakeholders informing the design and implementation of specific policies; and
 - v. Critical mass of technicians in state and non-state stakeholder institutions more able to interpret policies and policy instruments and guide/stimulate dialogue for an informed policy audit (re-)design and implementation processes.
- b. Interventions/investments/strategies (illustrative examples)
 - i. Complete a thorough political economy analysis of agriculture, providing evidence and better understanding of the factors and interests influencing policy design and policy implementation;
 - ii. Organise/strengthen local policy dialogue and engagement platforms that are inclusive of government and

- iii. non-state actors (NSAs); Skills development support for technical and management staff in facilitating and guiding policy design and implementation processes (e.g. conducting audit of policies and policy instruments; stimulating and facilitating policy dialogue; identifying and communicating policy problems currently impacting on agriculture)
 - iv. Invest in capacity and systems development for data collection, analysis, storage and retrieval systems;
 - v. Invest in more training and skills development in policy analysis;
 - vi. Analytical support to government to examine and respond to implications for effective delivery on the priorities and programmes identified in the national agriculture, food security and nutrition Investment Plans from key national, continental and global factors and trends (e.g. national monetary and fiscal policies; climate change; population trends and migration; trends in global energy-food prices; land, land tenure and property rights; education, science and technology policies, regional trade & regulatory frameworks, etc.); and
 - vii. Information support and strengthening of capacity to understand policies and policy instruments in national and decentralised as well as regional and continental legislative bodies (i.e. Parliament, PAP, etc.).
- c. Components causing change and forming pathways towards main result
 - i. Capacity building of policy processes (inclusive; linked to evidence and analytical support);
 - ii. Influence and visibility emanating from agricultural policies and regulations;
 - iii. Leveraging resources and "energy" from various sources for policy and regulatory work;
 - iv. Direct impact achieved in relation to specific policies and regulations;
 - v. Different interests converging in supporting a given policy position and associated policy instrument/s;
 - vi. Interest and power relations functioning in providing informal (peer-pressure based) checks-and-balances to foster accountability in the policy processes; and
 - vii. Stakeholders learning from own-experiences in policy work.

- d. Intermediate results leading to main result
 - i. Strong local policy engagement platforms established and functioning to stimulate and guide informed participation of key interest specific stakeholders and players in given policy processes;
 - ii. Improvement in quality and availability of data informing policy processes (design, implementation and related audit and accountability systems);
 - ii. Local capacity for high-quality analysis and research (information/knowledge generation) strengthened (both political-economy issues and thematic issues, e.g. land);
 - iv. Capacity and systems for transparent information support to interest groups and general public on given policies issues;
 - v. State systems and instruments for inter-governmental policy dialogue and negotiation functioning.
- e. Assumptions (illustrative examples)
 - i. Political will exists in government to mobilise and engage participation of identified stakeholders and interest groups;
 - ii. Public is getting informed and keen to engage in policy issues in agriculture, food security and nutrition;
 - iii. Sufficient incentives accruing to galvanise action across the different interest groups on design and implementation of agriculture, food security and nutrition related policies and policy instruments; and
 - iv. Government commitment and leadership on CAADP and agriculture, food security and nutrition agenda.
- b. Interventions/investments/strategies
 - i. Analytical work and local capacity to better understand the institutional arrangements (governance arrangements; rules of the game; M&E and accountability systems to foster compliance with the rules) necessary to deliver on the priorities and programmes in the national Investment Plans;
 - ii. Invest in capacity development of NSA coalitions and coordination;
 - iii. Strengthen monitoring, evaluation and internal accountability systems in state agricultural institutions (i.e. improved evidence- and result-based planning; robust internal monitoring of progress and performance and capacity/systems for self-learning; political will and capacity to engage and collaborate with non-state and other state players, stakeholders and interest groups); and
 - iv. Provide opportunities to share and learn from innovative models and lessons that have proven to work in other sectors and countries, including other parts of the world.
- c. Components causing change and forming pathways towards main result
 - i. Capacity building activities including information support related interactions;
 - ii. Influence and visibility of agricultural sector institutions and structures;
 - iii. Leveraging resources from various sources for organisational development, reforms, capacity; and
 - iv. Interventions with direct impact achieved in relation to intended result of capacity building.

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

- a. Indicators:
 - i. Stronger and more effective results-oriented leadership;
 - ii. Reliable and accountable public institutions (on agriculture development);
 - iii. Strategic alignment of capacities with investment plans;
 - iv. Capacity and skills for implementation and problem solving;
 - v. Better coordination for action and execution; and
 - vi. Predictable programme planning, execution and evaluation processes.
- d. Intermediate results leading to main result
 - i. Capacity needs assessments for institutions and leadership completed for sector at national level and capacity development plans developed;
 - ii. Enhanced inter-governmental coordination to effectively deliver/ provide leadership on investment plans implementation.
- e. Assumptions
 - i. Leadership is motivated for institutional transformation;
 - ii. Environment is conducive to institutional rationalisation; and
 - iii. Opportunities exist for building technical skills.

3. More inclusive and evidence based agriculture planning and implementation

- a. Indicators:
 - i. More regular review of sector and investment plans;
 - ii. National agriculture development agenda has widespread buy-in and internalisation across key stakeholder and interest group constituencies (state and non-state);
 - iii. Technically quality (fact based; linked to national priorities; sound budget and implementation plan; viable plan including intangible returns, etc.) national investment plans and programmes; and
 - iv. National CAADP - Agriculture, Food Security and Nutrition Investment Plans and implementation processes internalised and strengthened as government planning and implementation review process.
- b. Interventions/investments/strategies
 - i. Platforms and mechanisms for stakeholder dialogue and consultations in the planning of national agriculture, food security and nutrition programmes identified and strengthened;
 - ii. Inventorise and facilitate ongoing 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
 - iii. Train and build capacity for technical, financial and economic analysis for sector and investment plans.
- c. Components causing change and forming pathways (causal relationships) towards main result
 - i. Capacity building (skills, tools and mechanisms) for various public programme planning entities and activities/processes;
 - ii. Build influence, visibility, and social/political importance of agricultural plans within national development plans;
 - iii. Leveraging resources from various sources planning and implementation of plans; and
 - iv. Interventions with direct impact on agricultural plans and their implementation.

- d. Intermediate results leading to main result
 - i. A system established of annual and midterm plans that reviews and rolls over these plans;
 - ii. Capacity to analyse and plan enhanced in government and NSA entities; and
 - iii. Platform(s) in place to facilitate and coordinate planning and implementation of plans.
- e. Assumptions
 - i. Good quality data is increasingly available;
 - ii. Agricultural planning, CAADP planning, well-integrated national planning and budgeting processes; and
 - iii. Political will and interests support a systematic and evidence-based and inclusive planning processes

4. Improved partnership between private and public sector

- a. Indicators:
 - i. Increase in catalytic public investment stimulating private investment;
 - ii. Clear and predictable/reliable platforms and tools for public-private dialogue, trust building and negotiations strengthened; and
 - iii. Increase in responsible agricultural investment by PPPs.
- b. Interventions/investments/strategies
 - i. Review policy and regulatory environment for PPPs and recommend improvements;
 - ii. Policy formulation and regulatory reform to provide incentives for PPPs;
 - iii. Invest in value chain analyses of priority commodities/sub-sectors identified in investment plans; and
 - iv. Support to align and strengthen local platforms and mechanisms for public-private dialogue and consultation including capacity to facilitate such dialogue and consultations; and
 - v. Support to consolidate and strengthen domestic private sector capacity and systems to engage public sector and well as foreign investors (including investment facilitation platforms; project preparation support; etc.)
- c. Components causing change and forming pathways towards main result
 - i. Capacity building for formulation and implementation of PPPs;

- ii. Build influence, visibility, and social/political attractiveness of PPPs;
 - iii. Public financing strategically directed to leverage increased private sector resources (financing, knowledge and implementation capacity);
 - iv. Risks associated to investing in African agricultural systems and enterprises better understood and modalities and tools to address the risks enhanced;
 - v. Strengthened capacity in public institutions for preparation and presentation of viable investment-business cases; and
 - vi. Interventions with direct impact achieved in relation to establishing PPPs.
- d. Intermediate results leading to main result
- i. PPP platforms established;
 - i. Improved sharing of information between public and private sector; and
 - iii. Better policies and incentives for PPPs in agriculture.
- e. Assumptions
- i. Overall macro-economic policy environment conducive to PPPs;
 - ii. Availability of quality domestic capital and FDI for PPPs; and
 - iii. Political interests and government policy recognise and are supportive of agriculture as a source of national wealth.
- 5. Increased public investment in agriculture achieving better value for money**
- a. Indicators:
- i. Progress towards the 10+% public budget investments in agriculture (including that these investments are directed at strategic options for optimal, sustainable and inclusive agricultural growth and development);
 - ii. Strategic public investments facilitating greater private investments into agriculture;
 - iii. Agriculture sector growing at least 6% annually; and
 - iv. Increased, predictable and coherent public sector capacity and modalities to engage and negotiate Foreign Direct Investments and Development Assistance.
- b. Interventions/investments/strategies
- i. Support to strengthen and empower ministries of agriculture to link and align related sectors in engaging the national budget process towards 10+%; and
 - ii. Mobilise ODA budget support for agriculture.
- c. Components causing change and forming pathways towards main result
- i. Capacity building for engaging national budget processes;
 - ii. Build influence and visibility of agriculture in national development;
 - iii. Leveraging resources from various sources for agriculture; and
 - iv. Interventions with direct impact on public financing of agriculture.
- d. Intermediate results leading to main result
- i. Target priority public investments identified in line with agriculture; and
 - ii. Better investment analysis completed demonstrating returns to public investment.
- e. Assumptions
- i. Macroeconomic policy environment conducive to increased public investment; and
 - ii. Non-state actors and ministries of agriculture acquire lobbying skills
- 6. The knowledge, innovation and learning system and processes effectively informing and supporting farmers, producers and entrepreneurs**
- a. Indicators:
- i. Farmers, producers, and business stakeholders, including farmer and commodity associations strengthen analytical skills, improve relevance and quality of policies, decision making, programmes and competitive edge;
 - ii. Farmers, producers and entrepreneurs confirm that educational, training, and technology generating entities effectively providing solutions; and
 - iii. More ICT products in use by rural economy stakeholders.
- b. Interventions
- i. Knowledge and learning support platforms at national and regional levels;
 - ii. Reforms and capacity building in educational, training, extension and research institutions;
 - iii. Targeted training, education and research programs; and
 - iv. Increased investment into agricultural

research, education and/or extension.

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

Notes:





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