



A COLLABORATIVE RESEARCH AND CAPACITY BUILDING PROGRAM
BETWEEN THE NEW PARTNERSHIP FOR AFRICA'S DEVELOPMENT (NEPAD)
AND THE INTERNATIONAL FOOD POLICY RESEARCH INSTITUTE (IFPRI)

TO

INFORM AND TRACK THE IMPLEMENTATION OF THE
COMPREHENSIVE AFRICA AGRICULTURE DEVELOPMENT PROGRAM
(CAADP)

PROPOSAL

Submitted by

NEPAD Secretariat and IFPRI

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BACKGROUND

The present proposal follows up on a series of consultations between the NEPAD Secretariat, IFPRI, and several development partners under the leadership of DFID, SIDA, and USAID. It builds upon the outcome of the Pretoria Retreat of October 2005 on the implementation of the CAADP agenda at the regional and country level, in particular the need to provide capacity building support to regional economic communities (RECs) and technical assistance to the NEPAD Secretariat. The Retreat Communique is attached as Annex III to the current proposal. The proposal also builds upon the collaboration between IFPRI and the NEPAD Secretariat over the last 18 months to facilitate implementation of the CAADP agenda. An earlier proposal was submitted to DFID in July 2005 to support the extension of that collaboration for another three years (See Annex II). Following the recommendation at the Pretoria Retreat to provide short term capacity building support to RECs and the Secretariat over the next 12 months, while carrying out an institutional assessment to identify the longer term technical assistance and capacity building needs, it was agreed to: (a) proceed, over the next 12 months, with a smaller set of advisory services activities to support the NEPAD Secretariat than initially envisaged under the original (July) proposal, while (b) expanding the scope of work to include: (i) capacity building support to the REC Secretariats and (ii) assistance for the establishment of information and knowledge systems to facilitate the policy dialogue, peer review, and mutual learning components of the CAADP agenda. The current proposal reflects the above agreement and expansion, and consists of the following three main Parts:

- (1) Part A: Technical Assistance to the NEPAD Secretariat
- (2) Part B: Capacity Building Support for Regional Economic Communities
- (3) Part C: Establishment of Regional Strategy and Knowledge Support Systems

PART A: TECHNICAL ASSISTANCE TO THE NEPAD SECRETARIAT

This part of the current proposal is based on a coherent sub-set of activities from the July proposal which are required to ensure continuity of the CAADP implementation process over the next year and which can be successfully carried out over a 12 month period. It is a consolidation of components 4.2, 4.3.2, and 4.3.3 of the original proposal (See Annex II), into the following:

Component 1: Monitoring, evaluation, and peer review to track implementation progress and performance

As indicated in the original proposal, the NEPAD Secretariat, in collaboration with RECs and their member countries, would set up and operate an integrated M&E process which will focus on two main set of activities: (a) tracking of the performance of regional and national policies and programs as well as their alignment with the CAADP objective, with the view of raising the effectiveness of the broader development process in general, and of the implementation of the CAADP agenda in particular; (b) tracking of national budgetary allocations to agriculture and the efficiency of the delivery of public goods and services to support agricultural growth and development, with a special focus on the implementation of the Maputo Pledge of 10% budget share for the agricultural sector. This component will be linked to the public expenditure review program that is currently under development by DFID and the World Bank.

Under the proposed initial one-year program, IFPRI would provide the following technical assistance:

- (i). Design and successfully test an integrated M&E system to effectively track program implementation progress and performance at the national, regional, and continental level;
- (ii). Design and successfully test an impact assessment tool to measure the efficiency of public expenditures in the agricultural sector in terms of delivery of public goods and services;
- (iii). Analytical assistance to evaluate the progress and success of the adoption and implementation of the budget and expenditure tracking system.

Component 2: Raising the prominence of agriculture in national development strategies, in particular PRSP and HIPC related programs

The fate of agriculture is often and increasingly decided in national debates and decision making processes outside of the agricultural sector. It is therefore critical for the success of CAADP to effectively engage the ministries of finance and planning and other actors and constituencies that influence the choice of actual, as opposed to declared, strategic priorities and budgetary allocations. The specific target here is to provide the necessary assistance to the Secretariat to facilitate such an engagement and support national ministries of agriculture in their efforts to reverse the marginalization of agriculture in broader development strategies over the last decade, in particular under the PRSP and HIPC based programs. The marginalization is a result of several factors, including: (a) the increasing popularity of social services programs after the structural adjustment years; (b) the frequent failure of agricultural sector ministries to effectively engage in the national policy debate, sustainably develop and implement successful policies and strategies, and efficiently plan and execute budgetary resources for the sector. During the first year of the collaborative program, IFPRI will assist the Secretariat to:

- (i). work with RECs and national governments to mobilize the necessary expertise and provide a framework to improve the design of agricultural and broader national development strategies and programs;
- (ii). develop, in consultation with regional and national research systems, an agenda to carry out the necessary research to generate and disseminate policy relevant information to raise the prominence of agriculture in national development strategies and programs; and
- (iii). develop viable options to achieve a better balance and greater convergence between social services investments, on the one hand, and investments in agricultural productivity growth, on the other, in order to improve the chances of countries to achieve and sustain the Millennium Development Goals.

The organization of a technical conference is proposed under the third task above, which will bring together leading experts to review the available evidence and identify existing knowledge gaps with regard to the complementarities and mutual reinforcement between social services investments and investments in agricultural productivity growth. A technical note describing the objectives and outcomes of the conference was attached to the original proposal and is attached again for ease of reference (Annex IV).

Component 3: Communication strategy to support the CAADP implementation process

Over the last 18 months, IFPRI has provided communications support to the NEPAD Secretariat but on a primarily ad hoc basis. The Secretariat's communication needs have since expanded significantly. It has consequently increased its demand vis-à-vis the institute, which needs to bring a much more systematic response. Over the 3-year period that is covered by the original proposal, the collaborative program would allow IFPRI to assist the Secretariat in developing an effective communication strategy and provide technical assistance for the implementation of the strategy. This will include: (i) assistance in developing communication tools to enhance the capacities of the Secretariat to reach a broader spectrum of stakeholders; (ii) publication of policy brief series to disseminate strategy and policy practices and other relevant information to improve the efficiency of the design and implementation of CAADP programs; and (iii) publication of synthesis reports to document and track the CAADP as well as broader development outcomes across the continent. The focus under the first year, which is covered by the current request, would be on the first of the three tasks above. Accordingly, IFPRI will assist the NEPAD Secretariat to:

- (i). develop a comprehensive communications strategy to support the field level implementation of the CAADP agenda, in particular its policy dialogue, advocacy, and review components; and
- (ii). elaborate an operational action plan to roll out the strategy and establish the necessary networks and partnerships with the media community across Africa and beyond to ensure an effective communication's work program for CAADP.

PART B: CAPACITY BUILDING SUPPORT FOR REGIONAL ECONOMIC COMMUNITIES (RECs)

As part of the outcome of the Pretoria Retreat on CAADP implementation in October of this year, development partners, including DFID, committed to providing assistance to strengthen the capacities of Regional Economic Communities (RECs) to enable them to successfully carry out their responsibilities of coordinating the CAADP implementation process. It was proposed to do this in two steps: (i) first, to provide short term support to strengthen the capacities of the RECs to lead the implementation of regional early actions and of the NEPAD Secretariat to facilitate the implementation process; while (ii) carrying out institutional assessments to identify and meet the long term capacity building needs of the RECs and NEPAD Secretariats. In later consultations between the NEPAD Secretariat and development partners, it was recommended that NEPAD, in consultation with the RECs, submit a consolidated proposal for the short term capacity building support and work with RECs to commission and supervise the capacity assessment exercise.

In response to the Retreat outcomes and as a follow up to the above consultations, IFPRI has been asked to facilitate the provision of short term assistance to the RECs without much delay and with the highest quality of expertise. Part B of the current proposal, which covers only support to the RECs, is a response to that request. The role of IFPRI, in this context, is to (a) assist the RECs in sourcing and acquiring the necessary short term expertise; and (b) provide the necessary quality assurance to ensure that they receive the best technical advice possible. The main activities to be pursued here are divided into two main components, described below, and which regroup selected line items from Tables a1 and a2 in Annex I. The choice of line item activities is guided by the capacity of the institute to effectively carry out and facilitate the tasks involved. The capacity building support for the NEPAD Secretariat is to be handled directly by the Secretariat. Related activities are, therefore, excluded from the current proposal. In order to help ensure that the REC capacity building objectives underlying the Pretoria commitment are fully met, IFPRI would implement the following activities, from January 2006 to December 2006:

Component 1: Recruitment, supervision, and backstopping of short term consultants

Under the current component IFPRI will carry out the following sets of tasks :

- (i). assist the NEPAD Secretariat and RECs to recruit qualified short term experts to help the latter to effectively carry out their coordination and implementation responsibilities at the regional and country level;
- (ii). provide the necessary interim technical advice while the experts are being recruited in order to avoid further delay in the implementation process; and
- (iii). provide the necessary backstopping and quality assurance for the work of the experts, once they have been recruited;
- (iv). assist RECs in facilitating country CAADP Round Tables and developing regional program platforms through analytical and advisory services

The entire recruitment process of the experts will be carried out in consultation with the Secretariat and the RECs, including, in particular, the definition of terms of reference and work plans.

Component 2: Regional Trade Surveillance and Policy Harmonization

The Pretoria Retreat also identified regional trade facilitation as one of the areas for early action under the CAADP agenda. The objective here is to remove the obstacles to greater integration of regional markets, in particular policy and regulatory barriers, and to promote cross-border trade in agricultural commodities. This part of the CAADP agenda is being led by the African Union (AU), under its Agricultural Policy Harmonization agenda. IFPRI would provide assistance to RECs in three key areas as follows:

- (i). provide technical assistance for the establishment of the surveillance and reporting systems;
- (ii). advise on data survey, analyses, and reporting methodologies, linked to the information and knowledge systems described in Part C below;
- (iii). assist in the development and implementation of a communications and outreach strategy to promote policy harmonization.

PART C: ESTABLISHMENT OF REGIONAL STRATEGY KNOWLEDGE SUPPORT SYSTEMS (RESAKSS)

The CAADP agenda include a set of key principles, which together encourage: (a) evidence and outcome based policy/strategy design and implementation to raise the efficiency of the development process; (a) benchmarking and the adoption of best practices; and (c) peer review to promote transparency, accountability, and mutual learning. RECs and the NEPAD Secretariat have, therefore, agreed to establish web-based information and knowledge systems, including regional platforms, country level nodes, and end user points to facilitate adoption of the above principles. It has, therefore, been proposed to scale up the Strategy Analysis and Knowledge Support Systems (SAKSS), which are being developed by a small number of CG centers under the leadership of IFPRI. The objective is not just to expand the current pilot activities to include broader areas of knowledge and cover more countries at lower cost, but also to develop governance and coordination structures to ensure adequate responsiveness to the CAADP related needs of RECs and their member countries.

Unlike the first two sets of activities under Parts A and B, which would need to be adjusted following the outcome of the institutional assessments, and for which, consequently, only a first-year program has been put together, it is proposed that the activities under Part C be funded for the entire three year period. Part C activities have been agreed on already and do not depend on the outcome of the planned institutional assessments. Furthermore, a 3-year funding commitment in this case is important to facilitate effective planning of the designing, piloting, and scaling up processes, which in turn is required to ensure that the knowledge and information systems are operational in

time to effectively provide the required review and monitoring support as the country level processes accelerate. A detailed description of the proposed activities can be found in Annex IV. The main tasks that IFPRI would carry out under this component include:

- (i). coordinate piloting and scaling up activities, including roles and contribution by other CG centers, regional institutions, and national actors, and RECs;
- (ii). advise RECs and their member countries with respect to the development of governance and coordination mechanisms;
- (iii). lead and coordinate the policy and strategy analysis agenda of the knowledge systems in collaboration with sub-regional research organizations and national universities and research systems.

FINANCIAL REQUIREMENTS, REPORTING, AND PROCUREMENT PROCEDURES

In line with the three major parts described above, and for the sake of clarity and transparency, three different budgets are provided in Annex I. The budgets for Part A and Part B cover activities over the first 12 months of the program. Subsequent activities and budgets will be specified following the outcome of the planned assessment of long term capacity needs by the RECs and the Secretariat, as indicated earlier. The budget for Part C, on the other hand, covers a three-year period, for the reasons given above.

Budget Requirement for Part A

The budget for Part A includes the cost of the activities specified under Part A of the proposal and amounts to US\$550,000. It covers the first-year activities of the original proposal that was submitted to DFID in July of this year to allow NEPAD and IFPRI to continue their technical assistance program for another 3 years. The proposed budget for the first year will pay for IFPRI's staff time, travel, and communications to provide the support specified in Part A of the proposal.

Budget Requirement for Part B

The budget for Part B finances the capacity building activities for three main RECs (COMESA, ECOWAS, and SADC), as defined in the main text of the proposal. It amounts to a total of US\$5.88 million, and finances four categories of activities and costs at REC level:

- (i) the hiring of experts for the three RECs to support the implementation of coordination and governance activities as specified in line items 1.a, 1.b, 1.c, and 1.d of Table 1.a1 in Annex I, for a total of US\$2.65 million¹;
- (ii) the cost of IFPRI staff time, plus travel and communication, to provide the needed advisory services while the experts are being recruited as well as backstopping support after their recruitment, in addition to technical assistance to set up the Trade Surveillance Systems, totaling US\$ 277,312.00;

¹ This corresponds to the cost category labeled "Field Costs" in Budget A in Annex I. Unit cost details are presented in Table 1.a1 of the same Annex.

- (iii) analytical and advisory services that IFPRI would provide to support the acceleration of the implementation of field level activities, corresponding to line items 2.a; 2.b; 2.c; and 2.d in Table 1.a2, in Annex I, and totaling US\$ 2.15 million².

Budget Requirement for Part C

Finally, Budget C includes the cost of establishing the Regional Strategy and Knowledge Support Systems (RESAKSS) in the ECOWAS, COMESA, and SADC regions, for a total of US\$ 9.25 million over three years, and US\$ 3.75 million the first year. A detailed budget for Part C is presented in Annex I.

Flow of Funds, Financial Reporting, and Procurement Procedures

The total funding requirement for the project is US\$15.68 million, including first-year funding for Parts A and B. Given the intention by DFID and other development partners, including USAID, SIDA, and the EC to extend the capacity support to RECs, once the institutional assessments are completed, an indicative three year budget has been prepared and attached to this proposal (Annex I, Table 3).

Project funds will be disbursed per advance payment on a quarterly basis, with the exception of the first disbursement tranche which will cover the first 6 months of the project. Starting with the 3rd quarter, disbursement for the quarter following a current quarter will be made conditional upon submission of a work plan and a satisfactory report on the expenditures carried out during the preceding quarter. For the 3rd quarter, for instance, disbursement will take place once a satisfactory expenditure report for the 1st quarter and a work plan for the 3rd quarter have been submitted by IFPRI. The report and the work plan have to be submitted before the end of the 2nd quarter in order to avoid disbursement delays.

All procurement under the project, whether by IFPRI or RECs, will follow the procedures defined in the December 2002 Guidelines issued by the Consultative Group on International Agricultural Research (CGIAR). These guidelines, which are modelled after the World Bank procedures for the procurement of goods and services, are accessible at www.cgiar.org/pdf/finguide6_2005.pdf.

IFPRI'S TECHNICAL ASSISTANCE INPUT

As indicated throughout the proposal, IFPRI's primary role can be summarized as follows:

- provision of the necessary analytical and advisory support services to RECs and the NEPAD Secretariat in the areas where allowed by its comparative advantage;

² This cost category is labeled "Washington Collaboration" under Budget B in Annex I. Unit cost details are provided in annex table 1.a2 of the same Annex.

- assistance to RECs with the sourcing of additional expertise to provide the required analytical and advisory support services in areas where it does not have the expertise or sufficient human resources;
- quality assurance in cases where such services are being provided by third parties to ensure that services adequately meet the needs of RECs;
- assistance with the identification and recruitment of qualified candidates to staff the long and short term consultants positions as necessary;
- support for backstopping and supervision of the work programs of recruited experts and consultants;
- coordination of the analytical agenda and logistic aspects of the Regional Strategy Analysis and Knowledge Support System

The profile of individual consultants / experts will depend on the specific needs of individual RECs. In the case of long term consultants, they have to: (i) be recruited competitively, (ii) have good knowledge of the operational and implementation aspects of agricultural development issues in Africa, (iii) have strong experience and track record in working with the international development community; and (iv) be familiar with the CAADP process and agenda.

Where necessary and more cost effective, retainer agreement(s) can be entered into between the RECs and consulting firms in order to facilitate the timely access to a variety of specialized expertise when needed. In such cases, individual experts to be assigned by the firms would have to meet the highest level of qualification based on applicable international standards in their respective areas.

The cost of hiring experts other than the long term consultants to be based at the RECs, as well as the consulting firms, and other short term consultants would be covered under the line item “IFPRI Collaboration”. The long term experts based at the RECs would be funded under the line item “Field Cost (RECs)”

IFPRI’s input will be coordinated by a team led by Ousmane Badiane, IFPRI’s Africa Coordinator and Senior Research Advisor to NEPAD. His CV is attached. In addition, a lead scientist will be designated to coordinate support to each of the RECs. The proposed scientists are: Were Omamo, currently based in Uganda, for COMESA; Tidiane Ngaido, currently based in Dakar, for ECOWAS; and James Thurlow, based in Washington DC, for SADC. The CVs of all three are attached. The analytical and technical advisory services by IFPRI would be provided through targeted use of IFPRI senior research staff as required. The support to be provided, and thus the technical staff to be used, is to be determined by the specific demands from the RECs, which will be decided during the preparation of the detailed work plans by the latter. It is therefore not possible to designate or share the CV of the concerned scientists at this stage. The profile of a senior scientist at IFPRI is, however, available and can be provided upon request.

The different categories of staff that will be used for this project consist of Senior Research Fellows (Sr. RF); Research Fellows (RF); Senior Research Assistants (Sr. RA); and Research Assistants (RA). The US\$440,614 that are budgeted for labor and benefit

under Parts A and B during the first year cover the equivalent of 16 man-months of senior research staff (Sr. RF and RF) time, plus 12 man-months of Research Assistant (RA), and 27 weeks of a Program Assistant (PA) time.

The analytical and advisory input for Component C involves the same categories of staff but is much more demanding and extends over 3 years. It consists of developing and implementing a research agenda and collaborative partnerships to contribute to the content of the regional knowledge support systems, which serve as review and learning tool in support of the CAADP implementation. It involves, therefore, a slightly higher level of input and resources per year.

IFPRI'S ADMINISTRATIVE SUPPORT AND INTERNAL PROCESSES

1. Financial Management Philosophy

IFPRI's financial management approach is directed toward empowerment and accountability. In accordance with CGIAR accounting practice IFPRI expects full recovery of costs from all projects

All financial commitments require specific authorization with transactions supported by a strong internal control process. This runs the spectrum from authorization of travel to approving a contract.

2. Financial Accounting System

IFPRI uses Deltek accounting and management software, a fully integrated financial management system that is widely recognized and accepted as an excellent system for project cost accounting. This accounting approach distributes all costs of operation (excluding unallowable activity) to projects based on directly associated costs and also includes indirect allocations based on relative benefits received. IFPRI utilizes all the key modules available from Deltek which includes:

- payroll
- accounts payable
- general ledger
- billing
- contracts
- budgeting
- purchasing
- fixed assets
- time collection

Each module represents a point of data entry that automatically interfaces with other modules providing for quality, efficient financial reporting. As an example, the time collection system allows each staff member to electronically submit a timesheet on a semi-monthly basis indicating the number of hours incurred on various activities during

the period. This data is approved electronically and directly interfaces with the payroll and project cost system forming a basis for generating payroll checks and cost reports by project.

The direct access equips the users with the necessary tools to manage and analyze project reports.

3. Budgeting

IFPRI's financial targets are initially driven by the development of the Medium Term Plan (MTP) . The MTP is the lead in to the annual budgeting process. IFPRI utilizes a formal disciplined approach to preparation of budgets. The annual budgeting process begins in October. Each division is responsible for projecting labor hours for existing and prospective staff as well estimating non-labor cost for the budget year. Expenditures are captured at the project level for research divisions for both restricted and unrestricted activity. The budgets created by the administration units when combined with the research budgets form the basis for developing fringe benefit, indirect, and service center rates. These items, combined with direct cost, are the cost components of every IFPRI project. The fringe, indirect, and service center rates are incorporated into a cost proposal template used by the research divisions to calculate full cost for each proposal.

A separate capital asset budget is also prepared during the annual budget process. Meetings are conducted with each division to discuss budgets and finalize adjustments.

Final budgets are presented to the Board during the full Board meeting in March of each year.

4. Project Management & Financial Reporting

Monthly project cost reports are produced from Deltek. These reports capture the activity incurred by project for each month and also include applied fringe benefit and indirect costs. The job status reports are the primary tool used for charting financial performance on projects. Actual costs for current, year-to-date and contract-to-date periods are reflected along with the contract value and period of performance.

On a monthly basis, deliverable reports are generated indicating the status of project deliverables and are distributed to the research divisions for comments.

IFPRI utilizes a cost allocation method that facilitates recognition of certain cost as direct costs that would otherwise be included in indirect costs.

Financial reports containing discussion and analysis are sent to the Board on a quarterly basis. These reports compare actual to budgeted revenue and expenditures with explanations for material variances.

5. Audit and Risk Management

IFPRI's Board mandates that external auditors must be rotated at least every five years. PriceWaterhouse Coopers (PWC) have been the external auditors since 2003. KPMG had been the external auditor from 1997 through 2002.

In addition to the regular financial statement audit, IFPRI is required to have a separate audit performed for grants awarded by the U.S. Federal Government. The OMB Circular A-133 audit is conducted to determine compliance with Federal Government regulations and assess the internal controls related to compliance.

In January 2005 IFPRI became a member of the CGIAR Internal Audit Group. In March 2006 the Board approved a new Audit Charter which is overseen by the Board Audit Committee. The updated Charter reflects current best practice and was endorsed by CGIAR Internal Audit Group and the external auditors. The Institute has an integrated risk management process that is overseen by Board of Trustees.

OUTCOMES AND DELIVRABLES

Two main types of outcomes and deliverables are planned. The first type consists in a set of "Direct Outputs", i.e specific **tools** that IFPRI will create or help make available to the NEPAD Secretariat and RECs in order to enable them to carry out their facilitation and coordination responsibilities, respectively, leading to specific targeted **outcomes**. These are distinguished from deliverables in terms of "Process Support", i.e **actions** that IFPRI will take or facilitate to enable NEPAD and RECs to carry out the above responsibilities and do so more effectively. The two types of deliverables are summarized below for each of the three main parts of the proposal. Wherever necessary and possible, reference is made to Annex I to clarify the links between specific deliverables and the identified short term capacity requirements.

Part A: Direct Outputs/Outcomes

- DO1: An integrated M&E System is in place and operational at the NEPAD Secretariat, which enables the NEPAD M&E Specialist to effectively track implementation progress and performance of the CAADP agenda, including budget expenditure levels and efficiency (See Annex I, Table 1; Column A);*
- DO2: An operational communications strategy is available at the NEPAD Secretariat, providing a tool for use by the NEPAD Outreach Specialist to satisfactorily meet the communications needs of implementing the CAADP agenda (See Annex I; Column A);*
- DO3: A technical conference is organized, successfully, to review knowledge gaps and identify options to exploit the complementarities and maximize the convergence between social services investments and investments in agricultural productivity growth;*

Part A Process Support

PS1: The necessary expertise is accessed to design and carry out a research agenda to support the Secretariat's dialogue, review, and learning activities in order to improve country agricultural strategies and raise the profile of agriculture in national debates and programs (See Annex I; Column A);.

Part B: Direct Outputs/Outcomes

DO4: Qualified experts, recruited competitively and transparently, are available to provide timely advice and enable the COMESA, ECCAS, ECOWAS, and SADC Secretariats to successfully coordinate the implementation process (See Annex I, Table 1.a1; rows 1a and 1b);

DO5: Methodological tools are available at COMESA, ECOWAS, and SADC to monitor and document implementation progress and performance at regional level and among member countries (See Annex I, Table 1.a1; row 1c)

DO6: Methodological tools are available at COMESA, ECOWAS, and SADC to monitor and document regional trade flows and related administrative and regulatory barriers, resulting in greater transparency and better informed policy debates on integrating regional agricultural markets and promoting trade and cooperation in the sector (See Annex I, Table 1.a1; row 1d)

DO7: Country background papers, including strategy simulations and options to meet the 6% growth and 10% budget targets are available to guide country round tables (See Annex I, Table 1.a2; row 2.a)

DO8: Satisfactory investment frameworks are available and ready for implementation for key regional priority areas under each of the four pillars (See Annex I, Table 1.a2; rows 2b to 2d);

Part B: Process support

PS2: Regional CAADP coordination points are established at COMESA, ECCAS, ECOWAS, and SADC, and operate satisfactorily (See Annex I, Table 1.a1, rows 1a and 1b);

Part C: Direct Outputs/Outcomes

DO9: Web-based regional information and knowledge platforms are established and operational for the COMESA, ECOWAS, and SADC regions, with adequate thematic and activity coverage, leading to improved national policy processes through effective peer review, benchmarking, and mutual learning across countries (See Annex I, Table 2; and Annex IV, Modules 1 and 2);

DO10: Country level nodes and end user points are satisfactorily piloted in at least two countries in the COMESA region, leading to transferable lessons and models for adoption in other countries and regions (See Annex I, Table 2; and Annex IV, Module 3);

Part C: Process support

- PS3: ILRI, IITA, and ICRISAT/IWMI have provided the necessary technical support to successfully operate the regional information and knowledge nodes in the COMESA, ECOWAS, and SADC regions, respectively (See Annex I, Table 2; and Annex IV, Modules 1 and 2);*
- PS4: Partnerships and networks are established in COMESA, ECOWAS, and SADC regions, including necessary data exchange protocols, to facilitate information collection and knowledge dissemination (See Annex I, Table 2; and Annex IV, Modules 1 and 2).*