



CAADP PARTNERSHIP ARCHITECTURE REVIEW

*Reforming and Strengthening Partnerships to work for
CAADP Implementation and Africa's Agriculture*

REVISED FINAL REPORT

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ABBREVIATIONS AND ACRONYMS

Agenda 2063	African Union Agenda 2063
ASWG	Agricultural Sector Working Group
ASWIG	Agricultural Sector Working and Investment Group
AU	African Union
AUC	African Union Commission
AUC/DREA	African Union Commission Department for Rural Economy and Agriculture
BM	Business Meeting
BMZ	German Federal Ministry for Economic Cooperation and Development
BRICS	Brazil, Russia, India, China and South Africa
CAADP	Comprehensive Africa Agriculture Development Programme
CEN-SAD	Community of Sahel-Saharan States
CRF	CAADP Results Framework
COMESA	Common Market for Eastern and Southern Africa
DP	Development Partner
DPCG	Development Partners Coordination Group
DPTT	Development Partners' Task Team
EAC	East African Community
EC	European Commission
ECOWAS	Economic Community of West African States
ECCAS	Economic Community of Central African States
FAST/AUC	Forum for African Seed Testing
FAO	UN Food and Agriculture Organisation
GIZ	Gesellschaft für Internationale Zusammenarbeit
IGAD	Intergovernmental Authority on Development
ISRM	Malabo Declaration Implementation Strategy and Roadmap
JST	Joint Secretariat Team
NAFSIP	National Agriculture and Food Security Investment Plan
NEPAD	New Partnership for Africa's Development
NPCA	NEPAD Planning and Coordination Agency
PoW	Programme of Work
PP	Partnership Platform
RECs	Regional Economic Communities
ReSAKSS	Regional Strategic Analysis and Knowledge Support System
SADC	Southern African Development Community
S3A	Science Agenda for Agriculture in Africa
SDGs	Sustainable Development Goals
STISA	Science, Technology and Innovation Strategy for Africa, 2024
UMA	Union Maghreb Arab

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EXECUTIVE SUMMARY

I. OVERVIEW

This review assesses CAADP partnership architecture and makes proposal on reforms and adjustments to strengthen effectiveness and results. To this end, it revisits the motivation behind the establishment of the four structures that constitute the Architecture; their purpose, objectives and mode of operation; their performances and results (outputs, outcomes and impacts) they have thus far generated; their strengths, weaknesses, threats and opportunities for continuous improvement and innovation; the key actors in each of these structures and their capacity to influence policy and level of institutional authority, the channels and mechanisms through which they influence decision-making, the agricultural policy environment and achievement of set targets, the monitoring and evaluation frameworks for their operations, how they incentivize change; and lastly what should be reformed or changed for the individual structure and the entire Architecture to become more effective and efficient operationally. In addition, the review proposes potential areas of priority for intervention by the partnership in the years ahead and for Germany Chairmanship of the Development Partners Coordination Group (the present Development Partners Task Team).

A field survey of stakeholders was undertaken among stakeholders and interactions held with AUC, NEPAD Agency, GIZ, the European Union and the World Bank, among others. A detailed desk review of relevant documentation was undertaken. The findings, conclusions and recommendations of this Report are therefore based on an extensive consultation process and a review of relevant documentation.

II. AFRICA'S AGRICULTURE AND CAADP

II.1 State of Africa's Agriculture

Africa's agriculture: today has a clearly defined strategy and goals. There is growing investments in the sector. At the household level, changes are occurring in the pattern of food demand – a diet transformation involving a move from a relative move away from cereal and tuber staples towards meat, fish, eggs, dairy, fruits and vegetables and fats.

Africa's agriculture is characterized by and benefits from a wide diversity of agro ecosystems and their natural resources, which provide for mixed and resilient livelihoods; active rural-urban linkages and expanding domestic urban demand for agricultural products; growing efficiency of smallholder agriculture given improving access to inputs and management; a large and youthful population with growing interest in agribusiness entrepreneurship; increased investment in education, which is developing scientific and management knowledge, skills and competencies in the agriculture sector; growing economies that are opening up opportunities; appreciable improvement in the coordination of agricultural development policy frameworks; expanding mobile and internet connectivity and penetration; and progress in the provision of infrastructure. By the end of 2015, CAADP had achieved a great deal, which include the following:

1. Fifty (50) of the 54 African Union Member States had launched the CAADP process
2. Forty (40) countries had signed CAADP Compacts
3. Twenty eight (28) had developed National Agricultural Investment and Food Security Investment Plans (NAFSIPs). These had been technically and independently reviewed

4. Some 15 countries had received Global Agriculture and Food Security Program (GAFSP) public sector resources
5. Nine (9) countries (including Burkina Faso, Malawi, Mali, Ethiopia, Niger and Guinea-Conakry) had invested 10% of their national budgets in agriculture as required by CAADP
6. Two (2) countries had begun implementation of the second round of their NAFSIPs.
7. The NAFSIPs, over the past 10 years, have become a management tool for monitoring and focussing implementation of country agricultural investment plans
8. At the regional level, 3 RECs had developed and signed Regional Compacts and launched implementation of Regional Agricultural Investment Plans.

CAADP is therefore on track and is set to achieve a number of its milestones and targets.

There is a strong and bright future for Africa's agriculture. The continent has enormous potential for a successful agricultural revolution. The World Bank estimated that Africa has more than 50% of the world's fertile and unused land. This measures about 450 million hectares. Sub-Saharan Africa alone has some 24% of the world's land with rain-fed crop potential. The continent uses only 2% of its renewable water resources against a global average of 5%. With Africa having both water and land in abundance, the region has the potential to provide sustained response to rising global prices of agricultural commodities due to increasing demand and declining supply. Declining supply has been due largely to factors such as land degradation and water scarcity in many countries, especially in Asia.

Other areas with remarkable potentials are the continent's capacity for agribusiness development and employment generation in the agricultural sector. Agribusiness can significantly boost employment in the sector, which currently employs 60% of Africa's labour force, but accounts for only 25% of gross domestic product as a result of declining productivity. In March 2013, the World Bank, in its report on Growing Africa: Unlocking the Potential of Agribusiness, projected that Africa's agribusiness then valued at US\$313 billion could be worth US\$1trillion by 2030.

II.2 Africa's Persisting Food and Nutrition Challenge

In spite of the structural transformation, agriculture in Africa still accounts for 65% of labour force and 32% of GDP on average. Since 2000, agriculture has grown sustainably for the first time in five decades; growing at an average of 2.3% GDP in the 1980s; then 3.8% between 2000 and 2005; and since then the average growth rate has been between 3.6% and 4% according to the World Bank¹. These growth rates, however, are still not sufficient to reverse hunger, food and nutrition insecurity. As a result, Africa's food and nutrition challenges remain enormous.

More than 60% of the continent's 1.1 billion people are still poor and live below the US\$1.25 per day poverty line. MDG 1 had sought to reduce condition of extreme poverty and hunger by half by 2015. Progress was made, but insufficient. MDG 1 was not achieved. Africa's Agenda 2030 and the Malabo Declaration of 2014, on the one hand, and the UN SDGs 2030, on the other, place emphasis on ending poverty in all its forms and ensuring food and nutrition security for all by 2025 and 2030, respectively. Africa with the support of the international community is investing in agriculture and rural infrastructure development to fight poverty and hunger. Over the past five years, significant resources have been invested. Large numbers of small-scale producers in the agricultural value chain have been reached in the sector, access to technology is on the rise and outputs are increasing. All these are however insufficient to meet the food shortage currently facing the continent.

II.3 Challenges Facing Africa's Agriculture from 2016

Thus, in spite of the successes and potentials of Africa's agriculture, the continent remains the most food insecure region globally. Africa produces less than its potential. The continent's cereal yields

¹ The World Bank, WDI and GDF 2010. Figures are for Sub-Saharan Africa.

average only 1.2 tons per hectare. For Asia and Latin America they are about 3 tons, while for the European Union the yields average 5.5 tons. Africa is a net importer of agricultural products. Although CAADP is a desired response to challenges facing Africa's agriculture, its NAFSIPs are not being adequately funded. Climate change is a major threat that is having negative effect on agriculture. Issues relating to the most suitable approach to Africa's agriculture are not yet settled. While wheat varieties grow well in temperatures between 15° Celsius and 20° Celsius, in sub-Saharan Africa the average annual temperature currently exceeds this range. The implication is that if current climate trends continue, wheat production is likely to decline by 10%-20% in 2030 from the 1998-2002 yields. Decreasing crop yields and growing population increase the risk of food insecurity to the extent that by 2050, if present situation persists, Africa may only be able to meet 13% of its food needs.

The continent is also in need of sustainable agricultural technique. The need to invest more in irrigation infrastructure is critical. Also required to lead responses to the multifaceted challenges facing Africa's agriculture are world class agricultural research institutes and universities which focus on agricultural innovations. Thus, formidable challenges still abound. The implementation of CAADP II needs enhancement to respond to these challenges, particularly the need to put STI in Africa's agriculture. After a decade of the launch of the strategy and with 50 countries' agriculture driven by CAADP processes and guidelines, it is increasingly becoming desirable to effect a change in the focus of the strategy. Given the present development context, such a change will, among others:

- a) Heighten focus on Financing of Implementation of the NAFSIPs – this will involve the need to develop a NAFSIPs implementation strategy to provide support to countries, RECs and institutions.
- b) Restructure the CAADP Partnership Architecture and functions of its component platforms for effectiveness.
- c) Further strengthen the institutional structure for the effective implementation of CAADP II, Malabo Declaration on 3AGT, Agenda 2063, SDGs 2030 and the agricultural STI frameworks.

III. THE CAADP PARTNERSHIP STRUCTURE: SWOT ANALYSIS, STAKEHOLDER SURVEY FINDINGS AND PROPOSED ADJUSTMENTS

In the CAADP Partnership Architecture, two of the structures are particularly prominent. These are the CAADP Partnership Platform (CAADP PP) and the Development Partners Task Team (DPTT). The Business Session is held as an integral part of the CAADP PP to provide in-depth review of progress and delivery plan. At the country level, Business Meetings are held to mobilize development partners and other stakeholders for resources for the CAADP process and implementation of the NAFSIPs. Other than the country level Business Meetings, the Business Session of the CAADP PP may not be considered an independent component of the Architecture. The country level Business Meetings however are. The Work Streams can be viewed in two dimensions: the country level and RECs-based Agricultural Sector Working Groups (ASWG) and the work groups that are constituted during the CAADP PP meetings to deliberate on thematic issues. The former are relatively more formal than the latter. The latter are not considered as work streams by this review. Thus, the components of the Architecture are:

- 1) The CAADP Partnership Platform (CAADP PP)
- 2) The CAADP Development Partners Task Team (CAADP DPTT)
- 3) The Country Level CAADP Business Meeting (CAADP BM)
- 4) The Country and Regional Levels Agricultural Sector Working Groups (ASWG)

III.1 Summary of Main Findings from SWOT Analysis and Stakeholder Survey

The SWOT analysis conducted on the four structures to assess their relative strengths and weaknesses as well as opportunities and potential threats to continued relevance and effectiveness revealed significant duplication of functions across the platforms. This questioned the utility of the Business Meetings and the Work Streams. With respect to the stakeholder survey, the main findings consisted of the following, among others:

Level of Awareness of Platforms: Stakeholders level of awareness is high with CAADP Partnership Platform and the DPTT at 64% and 60%, respectively, but low for the Business Meeting (53%) and the Work Streams (48%). It is an indication that about half of CAADP stakeholders are not aware of the Business Meetings and the Work Streams.

Level of participation: Over the first decade up to date, slightly more than half (55%) of the stakeholders have attended the platforms more than 6 times. About 39% have been participating in the activities of the four platforms since their inception. Less than 45% (44.90%) have attended proceedings of the platforms between 4 and 6 times. About 24% of these attended the activities only once. Thus, more than half of the stakeholders who responded to the survey instrument were in a position to provide a reasonable assessment of the CAADP Architecture based on the issues raised in the questionnaire.

Level of institutional authority of participating stakeholders: Slightly above 8% of stakeholders who attend the platforms are very senior policymakers who hold institutional mandates and authority in decision-making. They are therefore in a position to implement decisions, guidelines or recommendations emanating from the platforms. An equal number of these are at Director to Head of Division level, which also represents institutional authority. Thus, 40% of the stakeholders at the platforms hold institutional mandates and authority. At the other end of the spectrum, 60% of the participants do not have such level of institutional authority and may not be in a position to influence implementation of recommendations from the platforms. Some 31% of these are at senior officer level.

Relevance of Platforms: Ratings from the survey turned out more than 70% relevance for the CAADP Partnership Platform and about 62% for the CAADP DPTT. For the other two platforms, the Business Meeting and the Work Streams, the level of relevance was placed at 43% and 50%, respectively. This is an indication that the CAADP Partnership Platform and the CAADP DPTT are considered by stakeholders to be strongly more relevant than the Business Meeting and Work Streams.

Level of Effectiveness of Platforms: Data from the stakeholder survey shows that the CAADP Partnership Platform has been the most effective. It functioned at 62% level of effectiveness. This is followed by the DPTT, which has an average level of 55% effectiveness. For the Business Meeting, stakeholders expressed the view that it is only 36% effective. As regards the Work Streams, the assessment turned up a 42% level of operational effectiveness.

Level of Efficiency of Platforms: The data from the survey shows that the CAADP PP and the DPTT are at about 50% level of operational efficiency. They are thus at average level of efficiency in their organization, delivery of outputs and influencing of outcomes relating to CAADP implementation. For the Business Meeting it is 36%, while for the Work Streams the efficiency level is about 35%.

Usefulness of Platforms: The stakeholder survey rates the usefulness of the four platforms in terms of their outputs and influence on agricultural policies, practices, processes, resource mobilization and capacity development. CAADP PP was rated about 56% useful and the DPTT 55%. Stakeholders

expressed the opinion that the Business Meeting and the Work Streams are only about 46% and 42% useful, respectively.

Success of Platforms: Stakeholders rated the CAADP PP more than 67% successful as a platform in the CAADP Architecture. This is followed by the role that the platforms have played in advocacy and raising awareness about CAADP, which was scored 60% and 58% for knowledge and information sharing. Facilitation of implementation of CAADP processes by the four platforms was rated 54% successful. With respect to mobilization of financial and technical resources for CAADP implementation, stakeholders adjudged this to be only 47% successful and for the building and strengthening of capacity of CAADP institutions the success rate was placed at 38%. This represents the weakest area of performance of the platforms.

Degree of Stakeholder Representation: The level of stakeholder representation on the four platforms showed from the survey results that the CAADP PP is the most representative of the platforms with about 65% level of representation. All others are less representative. The Works Streams stood at 44%, the Business Meeting, 42% and the DPTT 40%. The low level of representation on other platforms appears to be a reflection of insufficient information about their existence and activities as well as restricted participation.

Results and Influence of Platforms: The opinion expressed by stakeholders on the extent to which the CAADP Partnership Architecture has delivered results and influenced agricultural policies, facilitated priority setting, supported investment financing and built capacity of institutions showed considerable need for improvement. Slightly above 53% results and influence is attributed to the CAADP PP. The other three platforms have not seemed to deliver respectable results and influenced policies, priority setting, financing and capacity development. Their level of achievement in this area is rated 38% for the Work Streams, 36% for the DPTT and 32% for the Business Meeting.

Extent of Implementation of Platforms Recommendations: Stakeholders weakly believe that recommendations from the platforms are followed through. They expressed the opinion that only 43% of recommendations from the CAADP PP are implemented. The score for the other platforms are: 34% for DPTT; 32% for Business Meeting; and 29% for the Work Streams.

Continuing Relevance of Platforms: On the continuing relevance of the four platforms, which constitute the CAADP Partnership Architecture, results from this stakeholder survey point strongly to the CAADP PP of vital importance with about 69% rating. This is followed by the Work Streams with about 62%. The DPTT and the Business Meeting were not seen as of considerable continuing relevance as CAADP implementation moves into a country and regional-heavy phase. Continuing relevance of the DPTT was placed at 49%, while the Business Meeting recorded 46%.

Desired Reforms: About 92% of stakeholders surveyed want the name of the DPTT changed to Development Partners' Coordination Group (DPCG) to reflect the focus of its functions; 80% want the CAADP PP to be renamed as CAADP Forum. In addition, a majority expressed desire for the discontinuation or merger of the Business Meeting with other platforms.

Some Key Areas of Focus for the Partnership for 2016 and Beyond: Stakeholders were agreed on the following, among others:

- 1) Country level implementation with a focus on NAFSIPs, including investment financing.
- 2) Strengthening of CAADP implementation capacity
- 3) Strengthening of CAADP governance framework to enhance political traction for CAADP at country level
- 4) Heighted communication, information dissemination, outreach, networking and knowledge exchange on CAADP activities, performance and results
- 5) Need for the CAADP Partnership Architecture to show concrete results

- 6) Need for clearer definition of roles and responsibilities of platforms in the Partnership Architecture to facilitate implementation of Malabo commitments
- 7) Policy and program coherence among CAADP supporting institutions
- 8) Need to strengthen mutual accountability and to effectively measure and track results.

Concerns Expressed: Central among the concerns expressed by stakeholders are the following:

1. Limited knowledge of, and information on, the platforms and their activities.
2. Inadequate openness in the invitation of countries and stakeholders to the meetings of the platforms, thus giving the impression of privileged groups and access among stakeholders.
3. CAADP is increasingly becoming forgotten and rarely mentioned in global fora
4. The DPTT will need to significantly improve its usefulness

Based on the SWOT analyses and the findings from the stakeholder survey, this review makes the following observations and proposals in respect of the existing Partnership Architecture.

III.2 Observations, Challenges and Improvement Opportunities

(a) Observations: The current partnership structure was aptly conceived, has been relevant and has made significant impact on the development of systems, processes, procedures and practices required for the launch of implementation of CAADP. It contributed substantially to the emergence of CAADP as a brand that is today widely recognized across the continent and the development partners' community. To this end, the Partnership Architecture, as a structure, has been a success. At the individual component level, the performance however varied. So too is the level of success. While the CAADP Partnership Platform was very successful in creating visibility and sensitizing stakeholders, the Development Partners Task Team (DPTT) was faced with considerable operational challenges. The Business Meetings and Work Streams were not very visible.

While the structure contributed immensely to implementation frameworks and arrangements, its concrete impact in translating these into measurable impact on agricultural investment through the implementation of NAFSIPs and anticipating the direction that Malabo commitments brought about, is not measurable. CAADP needs a theory of change or theories of change, a visioning process for strategy adjustment and increased focus on implementation of the investment programs. It is time to talk less and do more, if concrete results are to be achieved.

(b) Challenges and Improvement Opportunities of Present Structure: These vary across the four components of the Architecture. Generally, however, the challenges include:

- 1) Absence of theories of change behind each structure to define the outcomes pathway of what they seek to achieve other than indications in their terms of references.
- 2) Voluntary nature of participation
- 3) Need for institutional authority of participants
- 4) Not yet an effective instrument for joint planning and accountability for results.
- 5) Non-binding nature of Meeting decisions
- 6) Need to focus on the implementation of the NAFSIPs

III.3 Proposal on Review of Architecture

Guided by findings from the SWOT analysis and stakeholder survey, this review proposes the following in respect of the CAADP Partnership Architecture:

(a) CAADP Partnership Platform

The CAADP PP is a flagship forum of the AUC and NEPAD Agency. Its establishment has greatly facilitated reflections on and development of key operational documents and processes for CAADP implementation. It has played a valuable role in sensitization and mobilization of a broad spectrum of stakeholders in support of CAADP as a strategy and brand. The platform has become a distinguishing feature of CAADP and most stakeholders look forward to participation in its activities. Attendance has grown from about 150 during the 5th CAADP PP to more than 650 participants at the 10th CAADP PP, which coincided with the first decade of CAADP implementation. Since then, however, participation has declined to 400 that attended the 12th CAADP PP on 25-26 March 2015².

With CAADP by conception and design being a partnership agenda, the CAADP PP is strongly recommended for retention as part of the CAADP Partnership Architecture. Yet it should not be the norm for it to be the key driver of the CAADP implementation process. Technical reviews and visioning of strategy adjustments and development of operations guidelines should be institutionalized processes for which capacity should be built in NEPAD Agency and the AUC.

However, having gone through a decade of implementation, the CAADP strategy is in a new phase. The Malabo commitments provide the vision for CAADP implementation for the next decade, 2014-2024. CAADP now has to shift from processes to concrete implementation of NAFSIPs, ensuring country and regional level stakeholders' engagement generate desired investment resources for NAFSIPs programs.

Guided by the findings from the SWOT analysis and survey findings, this review proposes the following in respect of the CAADP Partnership Platform:

- 1) The Forum should be retained in the new CAADP Partnership Architecture and classified under the category “**CAADP Implementation Monitoring Advisory Group**”. It is essentially about reviewing progress and offering technical inputs for strategy and program implementation, monitoring and evaluation.
- 2) It could be called the **CAADP Forum**, as CAADP should after a decade be transiting from partnership development to partners engagement.

In terms of its objectives and focus, these could be to:

- 1) Serve as a multi-stakeholder forum for information and knowledge sharing through the review of progress in the implementation of CAADP – continental status report, regional performance and country level implementation of NAFSIPs – with a view to bringing all stakeholders up to date on policy, strategy and implementation issues.
- 2) Function as a mechanism for mobilizing broad stakeholders' support for policies, strategies, programs and implementation guidelines and entry point for support for countries' agricultural development strategies and investment plans.
- 3) Serve as a stakeholder consultative platform for harvesting ideas on policy direction, strategic orientation, operations guidelines and program reforms as well as for validation of major operational strategies and implementation arrangements and guidelines.
- 4) Serve as a platform for proposing stakeholders-led adjustments on strategies, frameworks and policies to implementation steering institutions (AUC and NEPAD Agency) and possible further consideration of the AU Assembly of Heads of State and Government.
- 5) Serve as an instrument for setting agendas for other structures in the CAADP Partnership Architecture.

² This contrasts with the 600 participants who attended the 5th African Green Revolution Forum over the period 29th September – 2nd October 2015 (though 200 of these were from the host country, Kenya). The 5th AGRF also deliberated on Malabo commitments and committed to supporting implementation at country level, measuring, tracking and reporting progress being made against set goals.

As a Forum, CAADP PP will be expected to have elements, which consist of the following, among others:

- (a) Focus of Activities
 - i. Considering status and progress reports on:
 - 1. Feedback from implementation of preceding reports and communiqué of last meeting
 - 2. Country and regional level implementation of NAFSIPs
 - 3. Level of development partners commitments and disbursements
 - 4. Level of national commitments
 - 5. Capacity development
 - 6. Technical support to countries
 - ii. Alignment across all frameworks: CAADP phase II, 3AGT, Agenda 2063, SDGs 2030, agricultural STI under STISA 2024 and S3A
 - iii. Endorsing status report for presentation to the Assembly of the Heads of State and Government
 - iv. Reviewing major proposals from country level work streams
 - v. Reviewing synthesized country implementation challenges
 - vi. Sharing innovations and replicable practices
 - vii. Forward looking review of strategic policy and implementation issues
 - viii. Determining agendas for institutions-based work streams
 - ix. Constituting task teams to address specific issues
 - x. Sharing information and updates
- (b) Operational Modality
 - i. The Forum's outputs should consist of full reports with recommendations submitted to the NEPAD/CAADP Secretariat (joint AUC-NEPAD Agency CAADP team) for processing.
 - ii. To be co-chaired by AUC, NEPAD Agency and DP TT Chairperson
 - iii. Frequency of meeting to be reduced over time.
- (c) Activities to Relinquish
 - iv. Business Meeting:
 - 1. Priority setting, implementation planning and delivery requirements and strategy are operational matters that NEPAD/CAADP secretariat should be capacitated to handle. See proposal on creation of NEPAD CAADP Division at NEPAD Agency.
 - 2. Work plan and assistance coordination in line with set priorities should be transferred to the DPTT.
 - 3. Progress reviews, accountability for results, among others, should be presented and discussed at the level of the Forum.
 - 4. In essence, the activities of the continental business meeting need not continue as they are. These should be assigned between NEPAD CAADP Secretariat, the DPTT and the CAADP Forum. More technical implementation related responsibilities should be undertaken by NEPAD CAADP Secretariat rather than by platforms. The BM should focus more on mobilizing investment resources for the implementation of the NAFSIPs – activities that concretely deliver results that meet set productivity, food and nutrition targets.

The operation of the Forum should be guided by the following:

- 1) It should be convened annually over the next five years: 2016-2020
- 2) From 2021, the Forum should be held biennially up to 2025, which marks the milestone for the eradication of hunger and food insecurity under Aspiration 1 of Agenda 2063.
- 3) From 2026, it should be organized once every three (3) years

- 4) It should be co-chaired by AUC, NEPAD Agency and the Chair of the Development Partners Consultative Group
- 5) Participants should be limited to at least Director-level or equivalent position with some measure of institutional authority
- 6) Participants below the level of Director will only attend in observer status
- 7) Countries will take turn to host the annual Forum
- 8) Outputs of the Forum will consist of a Communiqué jointly signed by the Co-Chairs and a detailed report of proceedings and recommendations for actioning by the coordinating policy institutions – AUC and NEPAD Agency.
- 9) The agenda of the annual meeting and organization will be proposed by a Forum Committee in consultation with Chairs of Country Level ASWIGs and members of the Development Partners Consultative Group. The membership of the Committee will consist of the following:
 - a) AUC
 - b) NEPAD Agency
 - c) Chairs of the Regional Agricultural Sector Working and Investment Groups
 - d) Chair of the Development Partners Consultative Group
 - e) President of Farmers Organization (continental)
 - f) A representative of the private sector (continental)
 - g) A representative of civil society (continental)

The activities of the CAADP Business Meeting should be integrated into the main agenda of the Forum. The Business Meetings should now be about implementation of NAFSIPs – mobilization of investments. In line with the principle of subsidiarity, the Business Meetings will best be organized at the country level at which they have better value added. This should preferably be the responsibility of the countries and RECs through their Agricultural Sector Working and Investment Groups.

(b) CAADP Development Partners Task Team

The DPTT is a very important and relevant structure in the CAADP Partnership Architecture. Cooperating partners need a platform on which to engage and align their support to CAADP at all levels – continental, regional and country. This review also strongly endorses the continuation of this structure in the Architecture. At conception, it was designed to provide a platform for development partners to coordinate and align their support, share information and adopt common principles and practices in CAADP implementation at continental, regional and country levels. A total of 22 institutions are currently active participants in the task team. Conceptually, the DPTT makes considerable sense and has direct bearing on CAADP implementation arrangements. Operationally, however, the performance has considerably been below expectations. A recent report found it largely ineffective³. Some of its shortcomings include the following, among others:

- 1) Failure of the DPTT to emerge as a representative organ of development partners supporting CAADP.
- 2) Absence of commonly agreed operational principles, guidelines and procedures for the members.
- 3) Non-acceptance of its work plan by DPTT members as an operations programming tool for CAADP-supporting development partners activities.
- 4) Failure of DPTT members to act on commonly agreed activities and processes at DPTT meetings, thus rendering such agreements of little or no significant value.
- 5) Existence of a perceptible sense of disenchantment with the DPTT by African policy institutions overseeing CAADP implementation. After active participation in the organization of the 9th and 10th CAADP Business Meetings, the DPTT was not invited to play similar role in subsequent meetings. It has also stopped being invited to co-chair such events.

³ EU, Technical and Analytical Assistance Support to the EC as Chair of the CAADP Development Partners' Task Team, Final Report, July 2013-April 2015

- 6) Officials who participate in the activities of the DPTT are relatively junior staff without institutional authority to make decisions and operational commitments.
- 7) Information is inadequately shared. Some members of the DPTT are not aware of each other's interventions in support of CAADP implementation at country, regional and continental levels.
- 8) Poor coordination among DPTT members' activities. Members oftentimes act without consulting each other, with the result that sometimes parallel and competing programs are developed thus undermining the need for coordinated actions that CAADP implementation needs.

These and other challenges facing the DPTT are strong pointers to its weakness, which potentially undermined its effectiveness. The difficulty of getting a chair to take over from the EU was also a reflection of weak enthusiasm and commitment by its members. In essence, the DPTT has thus far not been very successful operationally.

For the DPTT to function effectively and take up expected responsibilities, it has to be reformed. Aspects of the reform that Germany Chairmanship will need to undertake will include:

- 1) Launching a process of securing high level commitment to the concept of the DPTT; principles, guidelines and procedures for its operation; mode of engagement; operational modality; and accountability for results. It is better to have a few members who subscribe to its principles and are willing to coordinate their interventions and undertake joint programming, rather than a large non-functional and discordant group.
- 2) Ensuring the DPTT ultimately becomes the official representative of donors supporting CAADP. This will need to be endorsed by the AUC and NEPAD Agency. In any case, such a status will have to be earned by the group through the success of its operation. This will be an evolutionary process that cannot be dictated.
- 3) Requesting institutions to officially designate representatives to the group based on set criteria.
- 4) Insisting officials representing institutions should be those with authority to make decisions and commitments and should therefore occupy positions that are commensurate with this level of responsibility and mandate.
- 5) Reforming and limiting membership to development partners who provide financial and technical resources⁴.
- 6) Pursuing formal recognition of the DPTT as a structure in the development partner institution's system as a major channel through which its support will be provided for CAADP implementation.
- 7) Connecting the body closely with CAADP implementation steering institutions, AUC and NEPAD Agency, and using the JST Secretariat for the organization of its activities. Unlike in the past, the DPTT should step up accountable relationship with these key policy institutions on the continent. It will also not be advisable for the DPTT Secretariat to be moving along with the Chair. The incumbent Chair should simply appoint a DPTT Coordinator who will be seconded to the JST Secretariat to manage the activities of the DPTT during the tenure of the Chair. This will allow for effective and efficient administrative and operational processes. The Coordinator will report to the Chair.
- 8) Developing and regularly updating a full database of all members' support to CAADP at all levels – country, regional and continental. This database should be accessible to all members for planning and monitoring purposes. The Coordinator with the assistance of the JST should develop a full database
- 9) Establishing a practice by which the DPTT reaches a common position on issues, processes and procedures; speaking with one voice; and supporting common programs to maximize impact.

⁴ Thus, for instance, ReSAKSS may not be considered a member of the DPTT.

- 10) Developing work plans based on joint programming of interventions, pooled funding and joint reviews, even if this has to be from a modest start.
- 11) Working closely with NEPAD Agency as well as country and regional Agricultural Sector Working and Investment Groups in supporting country and regional level operations.
- 12) Mounting a vigorous drive should to grow membership and bring onboard major Non-DPTT members like the BRICS block.

Guided by the foregoing, this review proposes the following adjustment to the DPTT, in addition to the implementation of the reform-supporting measures:

1. The CAADP Development Partners Task Team (DPTT) should be transformed to a **Development Partners Coordination Group (DPCG)**.
2. The non-Charter should serve as operating guidelines and should be respected by all members.
3. It should focus on mobilizing resources for CAADP implementation, encouraging gradual emergence of joint programming of interventions and strengthening of institutional capacity. It should, in essence, go beyond process and administrative matters.
4. The primary entry point for the DPCG in its assistance to CAADP implementation should be through the AUC and NEPAD Agency. It should also have direct engagement with other continental and regional CAADP-supporting organizations, especially in the strengthening of implementation capacity and programs of such institutions (e.g., former Pillar Institutions, RECs and Regional Agricultural Sector and Investment Working Groups and country-level CAADP structure and processes).
5. The DPTT was apparently not accountable to any structure in the CAADP Partnership Architecture. This will need to change for mutual accountability for results. The DPCG should account for results through the two oversight institutions for CAADP, AUC and NEPAD Agency, which two institutions constitute the CAADP Joint Implementation Team.
6. The DPCG should have a presence in the following structures and activities:
 - a. The CAADP Forum Organizing Committee
 - b. Participation in, and presentation of, progress report to the CAADP Forum. To serve as one of the co-chairs of the Forum.
 - c. Participation in High Level Cooperating Partners Meeting (Business meetings) at country and regional levels.
 - d. High level meetings organized by former Pillar Institutions and key regional and continental institutions overseeing implementation of agricultural STI interventions through STISA 2024, Agenda 2063 and SDGs 2030.
7. The DPCG should explore the possibility of a special administrative budget funded by members to support its annual work program and Secretariat activities. This should not be left to the development partner chairing the group and voluntary contributions by members for activities.
8. The DPCG should explore the possibility of a common financing mechanism by its members in support of CAADP. A possible option is the use of the present Multi Donor Trust Fund (MDTF) managed by the World Bank. This will however require the Bank to contribute resources to the MDTF beyond serving as Trust Fund Manager and principles guiding contributions and drawdown of proceeds revised by the DPCG jointly with the Trust Fund Managers.

As a development partners coordination platform, this review proposes that the key functions of the proposed DPCG should consist of the present areas of focus of the DPTT and the following:

(a) Focus of Activities

- v. Mobilization of financial and technical resources for the implementation of the NAFSIPs and development of agricultural innovation systems, processes, techniques and technologies that will concretely impact Africa's agriculture.

- vi. Development of partnerships for each agricultural sub-sector and major thematic areas requiring support.
- vii. Institutionalization of joint programming of interventions through the annual work plan.
- viii. Development of pooled financing arrangements.
- ix. Alignment of support to Busan Principles of Development Effectiveness and application of indicators from the Global Partnership for Effective Development Cooperation (GPEDC) in measuring progress.
- x. Provision of assistance to NEPAD CAADP Secretariat for the:
 - 1. Review of the CAADP Results Framework to include targets for Malabo commitments, Agenda 2063, SDGs 2030, agricultural STI component of STISA 2024 and S3A.
 - 2. Elaboration of appropriate theories of change that will link CAADP results to expected transformation in Africa's agriculture.
 - 3. Promotion of joint programming, joint reviews and mutual accountability
 - 4. Establishment of a CAADP Division with strategic planning and priority setting responsibility and to support a CAADP Implementation Results Team, among others.

(b) Objectives

In terms of objectives, the DPCG should undertake activities, which enable it to:

- i. Mobilize financial and technical resources for the implementation of the NAFSIPs.
- ii. Coordinate development partners' support in CAADP implementation.
- iii. Institutionalize joint programming as a tool for interventions among participating development partners and common financing mechanism.
- iv. Facilitate emergence of consensus and common position among development partners
- v. Serve as a common voice for CAADP supporting development partners.
- vi. Promote dialogue with CAADP implementation steering institutions on policy, institutional and other strategic issues.

(c) Some Immediate Tasks

- i. Facilitation of the creation of Regional ASWIG in the remaining 7 AU-recognized Regional Economic Communities.
- ii. Development of a database of who is supporting what in CAADP.
- iii. Development of an internal communication system.
- iv. Facilitation of the completion of the CAADP Knowledge and Information System
- v. Exploration of the possibility of a permanent Secretariat with accessible databases, files, documentation and formal e-mail address rather than a Google or yahoo e-mail platform.
- vi. Introduction of quarterly reporting instrument to members.

(d) What to relinquish

- i. Focus on policy, institutional and financing dialogues.
- ii. Participation in ASWG activities should not be the focus of the DPTT.

(c) CAADP Agricultural Sector Working Groups and Business Meetings

(i) CAADP Platform Business Meetings

This review does not find merit in the continuation of the Business Meetings. They duplicate activities of the CAADP Platform and the DPTT. The strategic planning and priority setting aspect of the

responsibility should appropriately be undertaken by NEPAD CAADP Secretariat. This calls for the strengthening of the capacity of NEPAD Agency in the implementation of CAADP.

What constitutes a Business Meeting is technically the meeting of a select group within the CAADP PP that is charged with a focussed review of strategic issues from the CAADP PP and the planning of their delivery. It is essentially about implementation planning and delivery. While the Business Meetings at the continental level are superfluous, they are relevant at the country and regional levels which are points at which implementation takes place. Rather than Business Meetings, these platforms should be designated as High Level Investment Meetings (HiLIM) and should focus heavily on mobilization of investment resources for the implementation of the NAFSIPs.

(ii) CAADP Work Streams

The AUC and NEPAD Agency should consider relinquishing the activities to country and region level implementation structures where concrete activities take place. The essence of the work streams is to provide inputs in implementation rather than focussing further on coordination and partnerships development on thematic issues. At continental level, the technical tasks should be assigned to established agricultural institutions with appropriate core competencies, as was the case with the pillar institutions. This review does not see the necessity for a continuation of the work streams at continental level.

This review expresses the view that the work streams would be better organized by established agricultural institutions on the continent with relevant mandates and competencies. Their continuation under the present Partnership Architecture should be revisited and well-placed institutions identified and mandated. The alternative is to capacitate NEPAD Agency by means of a CAADP Division that will support Results Teams for the tasks of the work streams. At the country and regional levels, the work streams should focus on implementation challenges as well as the development and multiplication of innovation systems in agriculture.

It is to this end that this review proposes that the CAADP Agricultural Sector Working Groups and Business Meetings be convened at country and regional (RECs) levels. These should be maintained at these levels in line with the principle of subsidiarity. This report supports the retention of these components of the Architecture as they play a vital role in the concrete implementation of CAADP programs. It however proposes that they be merged to form Agricultural Sector Working and Investment Group (ASWIG) and its activities carried out by countries and the RECs.

This report supports the retention of these components of the Architecture as they play a vital role in the concrete implementation of CAADP programs. It however proposes that they be merged to form Agricultural Sector Working and Investment Group (ASWIG) and its activities carried out by countries and the RECs. The following is proposed with respect to the two structures:

(iii) Agricultural Sector Working and Investment Group

- The ASWIG should be set up at the level of the country and region (RECs)
- It should focus on CAADP implementation issues and make recommendations for addressing challenges
- The country level ASWIG should consist of two components: the Thematic Working Groups and the Business Meeting. While the Thematic Working Group will deal with operational issues, the Business Meeting will focus essentially on investment requirements of the NAFSIP.
- Membership should consist of the following institutions and representatives, among others:
 - Ministry of agriculture – Chair
 - Other agriculture-related ministries and agencies

- CAADP country team
- National Agricultural Research System
- National Chamber of Agriculture
- National Farmers' Organization
- Ministry of National Planning
- Ministry of Finance
- Country level development partners, among others
- Women Empowerment Group
- Youth Development Group
- Specialized agricultural sector capacity building institutions
- Universities of agriculture
- Members should be at the level of Director or its equivalent
- The Technical component of the ASWIG should be chaired the national Minister of Agriculture, with the Permanent Secretary serving as alternate.
- The chair should attend the CAADP Partners' Forum
- The country level ASWIG should regularly interface with the Regional ASWIG to share information and experiences
- The AUC/NEPAD Agency Joint Secretariat could be observer on the ASWIG
- The ASWIG could be convened biannually with provision for special sessions.

(iv) The High-Level Cooperating Partners' Investment Meeting

- The High-Level Investment Meeting (current Business Meeting) should be a component of the country and regional level ASWIG and convened at the country and regional levels to focus on mobilizing investment resources for the programs of the NAFSIP.
- It should be a requirement for countries implementing the CAADP strategy to establish an ASWIG prior to the conclusion of their Compacts and development of the NAFSIPs.
- The Meeting should be chaired by a Country's Vice President or Prime Minister with the Agriculture Minister as alternate.
- Development partners attending the HiLIM should be represented at very senior institutional levels – Country Representatives, Country Directors and equivalent – with institutional authority to make commitments.

IV FOCUS OF ACTIVITIES FROM 2016 ONWARDS AND PRIORITIES FOR GERMANY CHAIRMANSHIP

The areas of focus of activities in support of CAADP implementation, Malabo commitments (3AGT), Aspiration 1 of Agenda 2063, Goal 2 of the Sustainable Development Goals 2030, the agricultural STI component of the Science, Technology and Innovation Strategy for Africa (STISA) 2024 and the Science Agenda for Agriculture in Africa (S3A) are presented in the main report. Among these are the following:

(a) CAADP II

- 1) Special focus on implementation of NAFSIPs through a NAFSIPs Implementation Plan (NIP)
- 2) CAADP Process Accelerated Action Plan (CPAAP) for the remaining 4 countries and 7 AU Recognized RECs yet to complete CAADP processes.
- 3) Special Support to 7 AU-Recognized RECs under CPAAP yet to set up Regional Agricultural Sector Working Groups
- 4) Spearheading of the Creation of a Common Fund for Africa's Agriculture (with mandatory contribution by AU Member States)

- 5) Engagement of and support to AUC and NEPAD Agency on possibility of constituting a High Level Commission on Africa's Agriculture

(b) Malabo Declaration on 3AGT

- 1) Revision of CAADP Results Framework to include 3AGT targets
- 2) Conduct of a Matrix Analysis of 3AGT, CAADP, Agenda 2063, SDGs 2030 and STISA 2024 (for alignment and coordination of interventions as well as synchronization of reviews and reporting processes)
- 3) Support for institutional and policy reforms
- 4) Value chain promotion – agribusiness development; support to private sector promotion and smallholder farmers
- 5) Integration of appropriate climate change responses in national and regional development policies and programs
- 6) Enhancement of agriculture financing architecture

(c) Implementation of STISA 2024 and the Science Agenda for Agriculture in Africa (S3A)

- 1) Strengthening of working relationship between AUC/DREA, NEPAD Agency and the RECs with agricultural STI organizations such as FARA, SROs and NARS.
- 2) Creation of an Agricultural Science, Technology and Innovation Fund to support implementation of S3A and capacitate relevant organizations

(d) Launch of Implementation of Africa Agenda 2063

- 1) Alignment of CAADP, 3AGT and Agenda 2063 agriculture targets through a revision of CAADP Results Framework.

(e) Launch of Implementation of SDGs 2030

- 1) Revision of CAADP Results Framework to incorporate SDGs agriculture targets.
- 2) Production of a Matrix Analysis of CAADP, 3AGT, Agenda 2063, SDGs 2030, STISA 2024 and S3A
- 3) Mapping of ongoing development partners' support to all frameworks at country, regional and continental levels to provide for harmonization and alignment.

(f) Enhanced and Focused Capacity Development

- 1) Development of CAADP II integrated capacity development program to revitalize institutions for implementation of CAADP II focus, 3AGT, agriculture component of Agenda 2063, SDGs related goals, agricultural STI component of STISA and S3A.
 - a. JST capacity
 - b. RECs
 - c. Other implementing organizations
- 2) Special STI-Application capacity building program

(g) Support for Climate-Smart Agriculture

- 1) Support for research into climate responsive agriculture and food systems.
- 2) Support for policies and programs that encourage climate-smart (sustainable and climate-resilient) agricultural practices
- 3) Women and youth empowerment programs

(h) Strengthening of capacity for visioning of suitable approaches or models for Africa's agriculture

- 1) Vigorous implementation of agricultural STI interventions – S3A and STISA 2024:
- 2) Strengthening of extension services organizations

(i) Promotion of emergence of world-class agricultural research institutes and universities with a focus on innovations

Interventions towards achieving CAADP objective of transforming Africa into a global player in agricultural STI

- 1) Support for agricultural STI capacity development
- 2) Support to regional and continental agricultural research organizations
- 3) Support for implementation of agricultural STI interventions – S3A and STISA 2024:

(j) Upgrade of institutional means of implementation of CAADP II 2014-2024

- 1) Support for the creation of a CAADP Division in NEPAD Agency
- 2) Exploration of possibility of eventually transforming CAADP Division to a semi-autonomous Agency for Agricultural Transformation, Innovation and Investment in Africa

IV CONCLUSION

In conclusion, the current partnership structure was aptly conceived, has been relevant and has made significant impact on the development of systems, processes, procedures and practices required for the launch of implementation of CAADP. It contributed substantially to the emergence of CAADP as a brand that is today widely recognized across the continent and the development partners' community. To this end, the Partnership Architecture, as a structure, has been a success. At the individual component level, the performance however varied. So too is the level of success. While the structure contributed immensely to implementation frameworks and arrangements, its concrete impact in translating these into measurable impact on agricultural investment through the implementation of NAFSIPs and anticipating the direction that Malabo commitments brought about, is not measurable. CAADP needs a theory or theories of change, a visioning process for strategy adjustment and increased focus on implementation of the investment programs. It is time to talk less and do more, if concrete results are to be achieved.

The CAADP Partnership Architecture should be streamlined to consist of a **CAADP Forum** and a **CAADP Development Partners Coordination Forum** at the continental level and **Agricultural Sector Working and Investment Group (ASWIG)** at the country and regional levels. The ASWIG should consist of the **Technical Working Groups (Work Streams)** and a **High Level Investment Meeting (HiLIM)**. A biennial continental **Agricultural Investment Financing Indaba** could also be explored. The level at which stakeholders are represented in these structures is critical to their effectiveness. This should be at the level of Directors or their equivalents. Appropriate theories of change should be developed to link the results of these structures to CAADP goals and facilitate the monitoring of their performance in the achievement of set goals.

Priorities for the second phase of CAADP, 2014-2020 should pay considerably more attention to mobilization of investment resources for the implementation of the NAFSIPs. The Development Partners Coordination Forum should do more and explore joint programming in its support. While focus on Malabo commitments is critical, as these essentially define CAADP next decade, the link

with Agenda 2063, SDGs 2030, STISA 2024 and the implementation of the Science Agenda for Agriculture in Africa should be taken into account in the revision of the CAADP Results Framework.

The CAADP Program at NEPAD Agency should be upgraded to a Division level responsibility and eventually transformed to a semi-autonomous **African Centre for Agricultural Transformation, Innovation and Investment** to take full technical responsibility for CAADP and future agricultural development strategies. A new strategy will need to be developed by the end of the second decade of CAADP, 2014-2024. Agriculture is at the heart of Africa's development. Effective institutional capacities are need for effective management of the strategy. It is too important for it to be managed simply as a program at NEPAD Agency. The Platforms cannot continue to serve as the means for articulating ideas and managing processes. These should be appropriately institutionalized and capacity built in NEPAD Agency and AUC to deliver on such responsibility.

CAADP PARTNERSHIP ARCHITECTURE REVIEW

Reforming and Strengthening Partnerships to work for CAADP Implementation and Africa's Agriculture

REVISED FINAL REPORT

I. INTRODUCTION

I.1 Overview

The Comprehensive Africa's Agricultural Development Programme (CAADP) is Africa's most successful common agricultural development strategy thus far. It has a strong African ownership base and effectively coordinated development partners' support. It is driven by a set of principles, values and targets defined by AU Heads of State and Government. Central among these are the provision of guidance to country strategy and agricultural investment programs; promotion of peer learning and review; and facilitation of alignment and harmonization of efforts and funding support by development partners, international and local institutions, while respecting national ownership and responsibility and strengthening capacity for program implementation. On 26-27 June 2014, the AU Assembly of Heads of State and Government in Malabo, Equatorial Guinea recommitted to CAADP principles and values. The Assembly made two critical declarations and two vital decisions, which constituted the Malabo Declaration on Accelerated Africa's Agricultural Growth and Transformation (3AGT) for Shared Prosperity and Improved Livelihoods.

To support the implementation of the CAADP Strategy, the African Union Commission (AUC) and NEPAD Agency in collaboration with the continent's development partners have established a number of structures and processes that have so far played critical roles. Among these is the CAADP Partnership Structure, which consists of four key platforms, namely:

- 1) The CAADP Partnership Platform (CAADP PP)
- 2) The CAADP Business Meeting (CAADP BM)
- 3) The CAADP Development Partner Task Team (CAADP DP TT)
- 4) The Thematic Work Streams

The essence of these platforms is to foster multi-stakeholder engagement on a continental level, coordinate inputs and efforts in order to ensure effective monitoring of overall progress

in the implementation of the CAADP Agenda at all levels – national, regional and continental.

CAADP was launched at the Second Ordinary Session of the Assembly of the African Union on 10-12 July 2003. By 2013 it had reached the first fundamental milestone of celebrating the first decade of its implementation. The first decade was devoted to establishing the strategy, developing the implementing structures, institutionalizing its principles and values, engaging stakeholders and developing key instruments such as the CAADP Compacts and the accompanying NAFSIPs for its implementation.

CAADP is currently in its second decade of implementation as a continental strategy for agricultural transformation. The focus has shifted from frameworks and tools to country level implementation, taking into account developments relating to the Malabo Declaration of June 2014, which reaffirmed commitment to CAADP and set clear and measurable goals and targets that the continent must achieve by 2025; Agenda 2063; and SDG 2 of the Post-2015 Development Agenda (Annex 1).

This shift in CAADP focus from the first to the second decade essentially moves the strategy from a developmental stage to one which places emphasis on country level implementation (a country-heavy and continent-light phase). During this phase, a number of operating structures supporting the CAADP strategy will need to be revisited. Among these is the existing CAADP Partnership Structure, which has played a significant role in the implementation of the CAADP strategy. Thus far, the structure has been defined by the following features:

1. Informal operation.
2. Need for enhanced and structured representation on the some of the platforms.
3. Increasing need for more transparent, differentiated but complementary and results-oriented system.
4. Need for clearer objectives and membership structure of the platforms.
5. Need for establishment of a stronger basis for sharing mutually beneficial information and coordination at the different strategic and operational levels – continental, regional and national.
6. Need for a theory or theories of change to link the role and functions of the structure to concrete CAADP results

It is to this end, that this review has been commissioned by NEPAD Agency and the AUC with support by GIZ to revisit the current CAADP Partnership Architecture with a view to enhancing operational effectiveness and efficiency given the change in the context in which they were originally developed.

I.2 Objectives of the Review

This review is guided by four major objectives. These are to:

1. Review the profiles, objectives and operational modalities of the four platforms and propose adjustments for improved coordination of resources and actions to achieve targets set out in CAAD Results Framework.
2. Define sharply responsibilities, thematic focus and linkages among the four platforms for improved value addition.

3. Propose reforms that will elevate cooperation among CAADP stakeholders in the next decade.
4. Provide appropriate inputs for a CAADP Partnership Paper that will be prepared after a broad consultation.

I.3 Review Tasks Undertaken

Guided by the foregoing objectives, this review undertakes the following tasks, among others:

1. A re-evaluation of the vision, mission and objectives of each of the platforms in the CAADP Partnership Structure.
2. Conduct of a SWOT Analysis of each of the platforms.
3. Determination of whether or not the structure should remain informal. If not, propose a formal structure.
4. Determination of the continuing relevance and validity of the key elements of the platforms, as CAADP transits from the developmental to the implementation phase.
5. Determination of the value added of the CAADP Partnership Structure and thus its contribution to the CAADP Results Framework particularly indicator 3.1 on “*Support to improved and inclusive policy design and implementation capacity for agriculture*”.
6. Clarification of the value each platform adds to the CAADP process, the profiles of their membership and how these platforms interface to maximize value addition to the CAADP process.
7. Identification of the key strategic areas of focus for the new Chair as over the next three years, as Germany assumes Chairmanship of the CAADP DP TT.
8. Appropriate positioning of the structure in the implementation of the June 2014 Malabo Declaration on Accelerated Africa’s Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods.
9. Identification of the key challenges that CAADP implementation will face in 2016, the key thematic issues under which these should be addressed and the suitable platforms in the structure to handle them.
10. Proposal on options in terms of institutional arrangements for CAADP Coordination Mechanism in the context of the June 2014 Malabo Declaration on 3AGT and commitment to mutual accountability to actions and results.
11. Determination of the kind of coordination required at the continental, regional and national levels for the translation of CAADP vision into the type of investments, services and outcomes being sought.

It is the expectation of GIZ, AUC and NEPAD Agency that the new CAADP Partnership Architecture that will result from this review will mainstream the following key principles in the partnership:

1. African ownership and leadership
2. Constructive dialogue and consensus in decisions made
3. Mutual accountability for expected results
4. Shared roles in line with institutional strengths, responsibilities and competencies

5. Inclusivity of all partners – government, private sector, continental and regional agricultural organizations, farmers’ organizations, civil society and development partners
6. Transparency in operation

This review thus provides concrete recommendations that guide the reform of the Architecture and propose implementation guidelines. Specifically, the recommendations provide instruments for the reorganization of the Architecture to enhance functions, structure and membership, mode of operation, strategic priorities, and modalities for productive and synergistic engagement of all major national, regional and continental stakeholders and effective alignment across the CAADP Results Framework and agricultural value chains.

I.4 Review Methodology

This assignment was guided by the following methodology:

1. A Review of Relevant Documentation on the CAADP Partnership Architecture

The review provided information on the following, among others:

- a) Vision, mandate, objectives and performance of each of the four platforms of the CAADP Partnership Structure.
- b) The nature of the organizational structure, functions and strategic priorities of the platforms and the basis on which they were determined.
- c) Performance in the implementation of CAADP Strategy and the Results Framework, structure of membership and extent of collaboration with key regional and continental institutions and stakeholders.
- d) Operational modalities and current strategic priorities of the platforms.
- e) The CAADP Results Framework and contribution of the CAADP Partnership Structure in its implementation.
- f) Outcomes of previous evaluation of the CAADP Partnership Structure.
- g) Element of appropriate theories of change, which link the Structure to CAADP results.

2. Survey of CAADP’s Major Stakeholders and Partner Institutions

A survey instrument-based structural and functional assessment was conducted among CAADP major stakeholders and key institutions in the partnership structure. Consultative meetings and discussions were held with lead institutions (AUC and NEPAD Agency); 2 of the 8 AU-recognized Regional Economic Communities; CAADP National Focal Points; and Members of the Development Partners Task Team. The key stakeholders and major partner institutions contacted included the following, among others,

- African Union Commission (AUC)
- NEPAD Planning and Coordinating Agency (NEPAD Agency)
- All CAADP National Focal Points⁵
- All Development Partners’ Task Team Members⁶

⁵ Based on the list received from GIZ/NEPAD Agency

⁶ Ditto

- Economic Community of West African States (ECOWAS Commission)
- Economic Community of Central African States (ECCAS)
- Alliance for a Green Revolution in Africa (AGRA)
- Forum for Agricultural Research in Africa (FARA)
- Centre for Coordination of Agricultural Research for Development in Eastern and Southern Africa (CCARDESA)
- Forum for African Seed Testing (FAST/AUC)
- African Development Bank (AfDB)
- German Federal Ministry for Economic Cooperation and Development/ Gesellschaft für Internationale Zusammenarbeit (BMZ/GIZ)
- Bill and Melinda Gates Foundation
- Department for International Development (DFID)
- Donor Platform for Rural Development
- European Commission
- Food and Agricultural Organization (FAO)
- Global Affairs Canada
- GrowAfrica
- United States Agency for International Development (USAID)
- World Bank

I.5 Main Deliverables

This assignment is intended to produce one major report – a Review Report on the CAADP Partnership Architecture. The report was presented in three stages as follows: An Inception Report; A Draft Report; and A Final Report. This is the Draft Final Report.

II. THE REVIEW

II.1 Consultation Process

This review is the product of a wide stakeholder consultation on the repositioning of CAADP partnership architecture in the implementation of CAADP II for the transformation of Africa's agriculture. The overriding consideration has been to ensure that the assessment is a direct reflection of the need to reposition the partnership structure to respond to the changing context of Africa's agriculture. After a decade of the launch and implementation of CAADP, strategy is entering a maturing phase. The objectives and challenges of the inception phase are different from those it currently faces. These have been aptly expressed by stakeholders thus far consulted. Stakeholders consulted consisted of the African Union Commission and NEPAD Planning and Coordinating Agency at the continental level; Regional Economic Communities at the regional level; Ministries of Agriculture, NARS and CAADP National Teams at the national level; FARA partner organizations, which included the Sub-regional Research Organizations (SROs) and the Advanced International Research Organizations; key multilateral organizations, which included the European Commission, World Bank, FAO and IFAD; bilateral organizations, including CIDA, DFID, AusAID; representatives of Africa's private sector and civil society organizations. The consultation involved a field survey of stakeholders; a workshop on the Inception and Progress Report; and bilateral discussions and consultations with advanced agricultural research institutions and development partners. The process of reviewing the structure started off with a strong fillip, the initial first step of which was with preliminary discussions with the key stakeholders and partners.

II.2 State of Africa's Agriculture and Role of CAADP

II.2.1 Performance and Prospects

Africa's agriculture today has a clearly defined goal: it is to ensure that by 2025 each and every African country is food and nutrition secure (Aspiration 1, Agenda 2063). This means each and every African will have access to and be able to afford nutritious food, the proportion of Africans who live on less than US\$1.25 a day will be zero and hunger would be eliminated. This goal is consistent with that set out in the Sustainable Development Goal 2 (SDG 2) which seeks to "*end hunger, achieve food security and improved nutrition and promote sustainable agriculture*" by 2030, but is more ambitious under Agenda 2063. There is in existence a strategic policy framework. The CAADP offers the continent and countries the required strategic direction. It has been implemented for the first decade, 2003-2013. The framework is in the second decade.

At the macro level, there is growing investment in Africa's agriculture. A great deal more is needed. Improved access to affordable risk-adjusted finance by smallholder farmers is vitally important just as much as for commercial farmers. Availability and effective management of productive inputs are being addressed. Liberalization of access by farmers to high quality seeds as well as extension and advisory services is paying off, but needs a systematic coordination mechanism. The development and strengthening of skills, knowledge, institutions and policies for transformation of agriculture is progressing, but more still has to be done. Intense application of science, technology and innovations to sustain growth in agricultural productivity and outputs remains an area, which requires extensive intervention.

At the household level, changes are occurring. One of such changes is in food demand among African households – a *diet transformation*⁷ this diet transformation involves a relative move away from cereal and tuber staples towards meat, fish, eggs, dairy, fruits and vegetables and fats. Recent research findings also show that the transformation involves an increasing shift towards processed foods in urban and even rural areas⁸.

Africa's agriculture has a number of strengths. It is characterized by and benefits from a wide diversity of agro ecosystems and their natural resources, which provide for mixed and resilient livelihoods; active rural-urban linkages and expanding domestic urban demand for agricultural products; growing efficiency of smallholder agriculture given improving access to inputs and management; a large and youthful population with growing interest in agribusiness entrepreneurship; increased investment in education, which is developing scientific and management knowledge, skills and competencies in the agriculture sector; growing economies that are opening up opportunities; appreciable improvement in the coordination of agricultural development policy frameworks; expanding mobile and internet connectivity and penetration; and progress in the provision of infrastructure.

With respect to CAADP, to rekindle the impetus that drove its launch in 2003, the African Union declared 2014 as the Year of Agriculture and Food Security. The year renewed commitment to agriculture at the policy level and provided an opportunity for stocktaking in the implementation of the strategy. CAADP has had a significant impact on Africa's agriculture. It is a strategy that brought a clear vision for agricultural transformation and propelled countries such as Rwanda and Malawi towards becoming success stories in food production. By the end of 2015, CAADP had achieved the following:

- 1) Fifty (50) of the 54 African Union Member States had launched the CAADP process
- 2) Forty (40) countries had signed CAADP Compacts
- 3) Twenty eight (28) had developed National Agricultural Investment and Food Security Investment Plans (NAFSIPs). These had been technically and independently reviewed
- 4) Some 15 countries had received Global Agriculture and Food Security Program (GAFSP) public sector resources
- 5) Nine (9) countries (including Burkina Faso, Malawi, Mali, Ethiopia, Niger and Guinea-Conakry) had invested 10% of their national budgets in agriculture as required by CAADP
- 6) Two (2) countries had begun implementation of the second round of their NAFSIPs.
- 7) The NAFSIPs, over the past 10 years, have become a management tool for monitoring and focussing implementation of country agricultural investment plans by: providing a structure for a systematic review of country policies and strategies through Joint Sector Reviews (JSRs); an instrument for attracting public and private sector investments; facilitating measurement of growth and poverty outcomes; tracking specific policy commitments; identifying long term investment needs and priority investment areas; providing comprehensive baseline data and a platform to establish advanced analytical tools to track investment, growth, and poverty rates; and establishing a procedure for shared partnerships, reviews, and dialogue platforms.
- 8) At the regional level, 3 RECs had developed and signed Regional Compacts and launched implementation of Regional Agricultural Investment Plans.

⁷ Tschirley et al. 2014

⁸ Dolislager et al. forthcoming

CAADP is therefore on track and is set to achieve a number of its milestones and targets.

Box 1: Some Progress in Agricultural Transformation

Nigeria's agricultural transformation agenda targets food security and creation of 3.5million jobs by 2015. Ghana has made a significant dent on poverty by boosting cocoa farming. Malawi undertook a successful seed and fertilizer subsidy program and turned its food deficit into a 1.3million tonne surplus within a period of two years. Through increases in agriculture budget from 1.6% in 2008 to 7.7% in 2009, Sierra Leone raised output of rice up to 784,000 tonnes well above the domestic requirement of 550,000 tonnes.

Before governance and management challenges, which reversed gains made, Malawi Farm Input Subsidy Program between 2004 and 2009 moved the country into a success story in agriculture. Zimbabwe was also a remarkable success story in agriculture until it undertook land reform in 2000, which came with considerable shortage of financial support to farmers and resulted in unprecedented food shortage. The flow of resources into irrigation infrastructure and access to finance by small-holder farmers, who prior to the 2000 land reform produced the bulk of the country's food and export crops, have the potential to revive the country's agriculture.

As regards the future of Africa's agriculture, the continent has enormous potential for a successful agricultural revolution. The World Bank estimated that Africa has more than 50% of the world's fertile and unused land. This measures about 450 million hectares. Sub-Saharan Africa alone has some 24% of the world's land with rain-fed crop potential. The continent uses only 2% of its renewable water resources against a global average of 5%. With Africa having both water and land in abundance, the region has the potential to provide sustained response to rising global prices of agricultural commodities due to increasing demand and declining supply. Declining supply has been due largely to factors such as land degradation and water scarcity in many countries, especially in Asia.

Other areas with remarkable potentials are the continent's capacity for agribusiness development and employment generation in the agricultural sector. Agribusiness can significantly boost employment in the sector, which currently employs 60% of Africa's labour force, but accounts for only 25% of gross domestic product as a result of declining productivity. In March 2013, the World Bank, in its report on Growing Africa: Unlocking the Potential of Agribusiness, projected that Africa's agribusiness then valued at US\$313 billion could be worth US\$1trillion by 2030.

II.2.2 Africa's Food and Nutrition Challenge

In spite of the structural transformation, agriculture in Africa still accounts for 65% of labour force and 32% of GDP on average. Since 2000, agriculture has grown sustainably for the first time in five decades; growing at an average of 2.3% GDP in the 1980s; then 3.8% between 2000 and 2005; and since then the average growth rate has been between 3.6% and 4% according to the World Bank⁹. These growth rates, however, are still not sufficient to reverse

⁹ The World Bank, WDI and GDF 2010. Figures are for Ssb-Saharan Africa.

hunger, food and nutrition insecurity. As a result Africa's food and nutrition challenges remain enormous.

More than 60% of the continent's 1.1 billion people are still poor and live below the US\$1.25 per day poverty line. MDG 1 had sought to reduce condition of extreme poverty and hunger by half by 2015. Progress was made, but insufficient. MDG 1 was not achieved. Africa's Agenda 2030 and the SDGs place emphasis on ending poverty in all its forms and ensuring food and nutrition security for all by 2025 and 2030, respectively. Africa with the support of the international community is investing in agriculture and rural infrastructure development to fight poverty and hunger. Over the past five years, significant resources have been invested. Large numbers of small-scale producers in the agricultural value chain have been reached in the sector, access to technology is on the rise and outputs are increasing. All these are however insufficient to meet the food shortage.

Box 2: Need for Intensification of Research in Agriculture Systems in Africa

Africa's agriculture needs adequate funding, an enabling policy environment and systems that adapt to the challenges posed by climate change. On approaches, there are a number of options that have been put forward. Some of these are yielding desired results and are growing roots as replicable good practices. They need to be researched further and shared. For instance, ecosystem-based adaptation, which uses natural systems including drought-resistant varieties, efficient water management and diversity in crop rotation, is yielding superior results. A few of the cases, which attest to this are:

- Zambia: Some 61% of farmers who applied ecosystem-based adaptation, such as natural resource conservation or sustainable organic agricultural practices, reported surplus yields. Some yields even increased by as much as 60% and sales of surplus crops rose from 25.9% to 69%.
- Burkina Faso: Farmers using organic farming methods have produced an estimated 80,000 to 120,000 additional tonnes of cereal. These farmers have succeeded in reclaiming 200,000 to 300,000 hectares of degraded lands through indigenous methods, which involved digging small pits (locally known as zaï) on barren plots and filling them with organic matter, which add nutrients to the soil, while enhancing ground water to improve crop productivity.

There are practices similar to that of Zambia that are being supported in the form of projects in Uganda and Mozambique. These alternative organic agriculture systems are cost-effective and are yielding results.

- The Millennium Village projects introduced in 2004 following the adoption of the MDGs in 2000 to foster integrated development in Kenya, Ghana, Ethiopia, Malawi, Mali, Nigeria, Rwanda, Senegal, Tanzania and Uganda are making a difference in the reduction of poverty, but will take time to be sustainable. Thus far, 60% of financing comes from donors, 30% from national and local governments and the rest from the beneficiary communities themselves. The projects are being managed by UNDP. In the area of agriculture, the project provides improved seeds, fertilizers and advice on farming techniques through visits by agricultural extension officers.

Source: Africa Renewal, 2014

II.2.3 Challenges Facing Africa's Agriculture from 2016

Thus, in spite of the successes and potentials of Africa's agriculture, the continent remains the most food insecure region globally. Africa produces less than its potential. The continent's cereal yields average only 1.2 tons per hectare. For Asia and Latin America they are about 3 tons, while for the European Union the yields average 5.5 tons. In 2010, Africa

produced 1,300 kilograms of cereals per hectare of arable land. This was about half of what South Asia produced per hectare (World Bank).

Africa is a net importer of agricultural products. The continent spends about \$40-50 billion annually on imported agricultural products, of which \$3.5 billion is on rice imports. Brazil, Indonesia and Thailand export more food products than the entire sub-Saharan Africa. The value of agricultural exports from Thailand, a country with a population of 66 million people, now exceeds that of all sub-Saharan countries, a region of 800 million (World Bank). Africa is losing jobs by exporting non-processed agricultural products. The processing of such products creates jobs in the importing countries. The value-addition is the equivalent of the value of lost jobs and incomes.

Although CAADP is a desired response to challenges facing Africa's agriculture, its NAFSIPs are not being adequately funded. The strategy needs effective political backing and a financing strategy similar to that of European Union's Common Agricultural Policy. The creation of a Common Fund for Agriculture with mandatory contributions by AU member states may be an option for possible consideration¹⁰. With poverty and hunger still a major development challenge, investing in agriculture is one of the responses required to overcome potential social crisis.

Climate change is a major threat that is having negative effect on agriculture. The Sahel region from Senegal to Chad and the Horn of Africa, particularly Djibouti, Ethiopia, Kenya and Somalia have all been severely affected by climate change. With about 95% of Africa's agriculture rain-fed (UNEP), the impact of climate change could be devastating. Climate change is altering rain patterns and reducing farmers' access to water. It is also destroying biodiversity and ecosystems on which agriculture depends. Biodiversity losses and ecosystem degradation affect the quality of soil and the vegetation upon which livestock depends. Research is needed for agriculture and food system that is responsive to nature.

Issues relating to the most suitable approach to Africa's agriculture are not yet settled. There is a predominance of smallholder farmers for whom industrial agricultural system will be impractical. Yet current practices cannot meet future demands. There is however the need to strike a balance between food and cash crops, improve present fragile cropping systems, minimize heavy dependence on fertilizers and pesticides. Essentially, the direction in terms of approach is that of adoption of sustainable and climate-resilient agricultural practices.

While wheat varieties grow well in temperatures between 15° Celsius and 20° Celsius, in sub-Saharan Africa the average annual temperature currently exceeds this mark. The implication is that if current climate trends continue, wheat production is likely to decline by 10%-20% in 2030 from the 1998-2002 yields. Recent findings by the World Bank predict that with a 2° Celsius increase in temperature, all crop yields across sub-Saharan Africa will decrease by 10% by the 2050s. Higher increases in temperature could cause crop yields to decrease by 15% to 20% and present-day cropping areas for maize, millet and sorghum will become unsuitable for these crops. CAADP must be prepared to respond to this challenge, which requires further research to enable the continent to appropriately adjust its strategy. Here again, interventions in the areas of science, technology and innovations will be of considerable value.

¹⁰ Africa Renewal, Special Edition 2014, pp.34

Decreasing crop yields and growing population increase the risk of food insecurity to the extent that by 2050, if present situation persists, Africa will be meeting only 13% of its food needs. With more than 65% of the population dependent on agriculture for livelihood, vulnerability to food insecurity is on the rise. It is common knowledge that food insecurity is a recipe for social unrest. Recent examples are reminders. Between 2007 and 2008 riots broke out in several countries, when prices of staples peaked. In 2010, hundreds of protesters took to the streets in some countries on the continent after wheat prices rose by 25% due to a global wheat shortage caused in part by wheat-crop-destroying wildfires, which resulted from record heat in Russia. The increase in bread prices led to violence.

The continent is also in need of sustainable agricultural technique. The predominant slash and burn cultivation practice is not the answer, neither is heavy reliance on the use of fertilizers. The average African farmer pays between 2 and 6 times the average world price for fertilizer. This is due to heavy dependence on imported fertilizer, high cost of transportation and absence of suppliers in the rural areas. With millions of smallholder farmers surviving on less than a \$1 a day, imported fertilizer is clearly unaffordable. Yet there is evidence that modest increases in the use of fertilizer can have remarkable results. At present, Africa consumes only about 1% of global fertilizer production. It also produces less than 1%.

The need to invest more in irrigation infrastructure is critical in order to expand the farmland under cultivation. At present, only about 3% of the continent’s arable land is irrigated compared to 47% in Asia (FAO). Despite abundant water resources, Africa uses less than 3% of its water resources for agriculture. It is estimated that to irrigate 20 million hectares of African farmland will require \$37billion with an additional \$31billion in operating costs through 2015/2016. Lack of or poor feeder roads are also part of the infrastructure challenges facing Africa’s agriculture. Lack of feeder roads impede farmers’ access to markets resulting in increased post-harvest losses.

Also required to lead responses to the multifaceted challenges facing Africa’s agriculture are world class agricultural research institutes and universities which focus on agricultural innovations. China’s investment in research institutes and experience could be highly beneficial to African countries. China for instance has a number of agricultural research centres with very high global rankings. Among these are the Chinese Academy of Agricultural Sciences, the Shijiazhuang Institute of Agricultural Modernization, the Institute of Soil and Water Conservation, the Institute of Soil Sciences and the Chinese Academy of Forestry. Although African countries have succeeded in establishing a significant number of agricultural research institutes, less than five of them meet world class standards. The need to raise some of these institutes to world class level is imperative, the more so as the thrust of the interventions envisaged in CAADP II is in science, technology and innovations and one of the objectives of CAADP is to transform Africa into a strategic player in global agricultural science and technology.

<u>Box 3: Some of China’s Agricultural Research Institutes</u>	
<ol style="list-style-type: none"> 1. Chinese Academy of Agricultural Sciences 2. Shijiazhuang Institute of Agricultural Modernization 3. Institute of Soil and Water Conservation 	<ol style="list-style-type: none"> 22. Institute of Irrigation 23. China National Rice Research Institute 24. Cotton Research Institute 25. Oil Crops Research Institute

4. Institute of Soil Sciences 5. Chinese Academy of Forestry 6. Institute of Crop Science 7. Institute of Plant Protection 8. Institute of Vegetables and Flowers 9. Institute of Agricultural Environment and Sustainable Development 10. Beijing Institute of Animal 11. Institute of bees 12. Feed Research Institute 13. Institute of Agro 14. Institute of Biotechnology 15. And the Institute of Agricultural Economic Development 16. Institute of Agricultural Resources and Agricultural Zoning 17. Institute of Agricultural Information 18. Agricultural Quality Standards and Testing Technology Research Institute 19. Food and Nutrition Research Institute of Development 20. Graduate School 21. China Agricultural Science and Technology Press	26. Bast Institute 27. Fruit Research Institute 28. Zhengzhou Fruit Research Institute 29. Tea Research Institute 30. Harbin Veterinary Research Institute 31. Lanzhou Veterinary Research Institute 32. Lanzhou Institute of Animal Husbandry and Veterinary 33. Shanghai Veterinary Research Institute 34. Grassland Research Institute 35. Specialties Institute 36. Biogas Institute of Science 37. Nanjing Institute of Agricultural Mechanization 38. Tobacco institute 39. Citrus research institute 40. Beet institute 41. Sericulture institute 42. Agriculture Heritage Room 43. Buffalo Institute 44. Grassland Ecology Institute 45. Poultry research institute 46. Sweet potato research institute
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Thus, formidable challenges still abound. These could be summarized to consist of the following, among others:

- a) Africa's agriculture is still largely rain-fed and productivity is low across all farming systems
- b) Finance for investment in agriculture is inaccessible and costly
- c) Technology is inaccessible to a majority of the small scale farmers
- d) Post-harvest losses continue to deplete outputs and require innovation systems
- e) Improved techniques and practices from scientific research and innovations are not being adequately supported
- f) Inadequate agricultural R&D expenditures, which reflect a much broader challenge in the agricultural policy environment at country level
- g) Poor access to inputs and markets
- h) Heavily degraded and depleted soils
- i) Problematic land tenure systems
- j) Inadequate level of mechanisation

The implementation of CAADP II needs enhancement to respond to these challenges, particularly the need to put STI in Africa's agriculture. After a decade of the launch of the strategy and with 50 countries' agriculture driven by CAADP processes and guidelines, it is increasingly becoming desirable to effect a change in the focus of the strategy. Given the present development context, such a change will, among others:

- d) Heighten focus on Financing of Implementation of the NAFSIPs – this will involve the need to develop a NAFSIPs implementation strategy to provide support to countries, RECs and institutions.

- e) Restructure the partnership architecture and functions of its component platforms for effectiveness.
- f) Further strengthen the institutional structure for the effective implementation of CAADP II, Malabo Declaration on 3AGT, Agenda 2063, SDGs 2030 and the agricultural STI frameworks.

II.2.4 Changes in Africa’s Agriculture Requiring CAADP’s Response

In essence, from the foregoing, the context of Africa’s agriculture is changing. CAADP as a strategy, the foci and mode of operation of partner institutions, implementation structures as well as the nature of development partners’ engagement will need to change to respond appropriately. The partnership structure and functions in particular, which are the focus of this review, will need to provide appropriate responses to these developments as they underpin the institutional support for the successful transformation that Africa’s agriculture direly needs. Since the first phase of CAADP (2003-2013), the following developments, among others, have taken place:

(a) Changes in Strategies and Programs Context

v. Sustaining the CAADP Momentum:

The first major change has been the launch of the second phase of the CAADP strategy, which is focused on implementation of agricultural development policies, strategies and investment plans that were developed during the first phase. This has redefined the thrust within CAADP and therefore the support that should be provided by the partnership structure and institutions. The second phase seeks to sustain the CAADP momentum and ensure that all stakeholders are fully engaged. In addition to ongoing interventions by CAADP, the Malabo commitments define the vision for the second decade of CAADP, 2014-2024.

The “Sustaining CAADP momentum” exercise comes after the first decade of CAADP and therefore integral to CAADP implementation and aims to build on achievements, experiences and lessons from the last ten years of CAADP implementation to champion systemic thinking and action along an integrated and comprehensive policy, technological and institutional transformation agenda to enable Africa address and realize desired change and impact in agriculture performance.

vi. Malabo Declaration of June 2014 on Accelerated African Agricultural Growth and Transformation (3AGT)

The adoption by African Heads of State and Government in June 2014 of the Malabo Declaration on Accelerated African Agricultural Growth and Transformation (3AGT) and the elaboration of a strategy and roadmap for its implementation. The strategy and roadmap highlights the roles that institutions are expected to play in the implementation of the Declaration. Also, the deliberations of the Permanent Secretaries and Heads of Ministries at their retreat on 29-30 June 2015 on the operationalization of the Malabo Declaration are vital to the context of the operations.

The AU Summit in June 2014 endorsed the Sustaining CAADP Results Framework and at the same time the Malabo Summit promulgated 7 declarations towards an Accelerated

African Agriculture Growth and Transformation (A3GT) based on CAADP as follows:

- Recommit to the Principles and Values of the CAADP Process
- Recommit to enhance investment finance in Agriculture: the 10% of annual budget on agriculture; and the establishment of the African Investment Bank
- Commitment to Ending Hunger by 2025: Double agricultural productivity: Reducing PHL by half
- Commitment to Halving Poverty by 2025: inclusive 6% economic growth
- Commit to Boosting Intra-African Trade in Agricultural Commodities and Services
- Commit to Enhancing Resilience in livelihoods and production systems to climate variability and other shocks
- Commitment to Mutual Accountability to actions and results through the CAADP Results Framework – conduct of a biennial Agricultural Review Process

In response to the Malabo Declaration, the AUC/NEPAD Agency have prepared the Implementation Strategy and Roadmap (ISRM) and a Programme of Work (PoW). ISRM and PoW are based on 2 groups of strategic action areas as follows:

- ISRM Objective 1: Transformed agriculture and sustained inclusive growth
- ISRM Objective 2: Strengthened systemic capacity to implement and deliver results

To complement the strategic action areas, the IS&R and PoW are also based on a set of crosscutting principles: accountability, evidence-based, transparency, inclusiveness, local ownership and leadership, subsidiarity, sustainability and commercial orientation with a deliberate effort to nurture the domestic private sector.

iii. **STISA 2024 and S4A and the growing role of STI in Africa's agriculture**

The endorsement by African Heads of State and Government of the Science, Technology and Innovation Strategy for Africa (STISA) 2024, which has a significant role to play in a science and innovation-driven agricultural transformation in Africa. This has given rise to the need to launch a process of repositioning and refocusing CAADP implementing institutions and areas of priority for development partners' assistance. STISA's mission is to *Accelerate Africa's Transition to an Innovation-Led and Knowledge-Based Economy*. Built around 6 Strategic Priorities, STISA Priority 1 is to *Eradicate Hunger and Ensure Food and Nutrition Security*.

The implementation plan for STISA 2024 was adopted by the African Union Assembly of Heads of State and Governments in June 2014. STISA 2024 is integral to achieving the AU Agenda 2063. Central to the STI capacity are four mutually reinforcing pillars that focus on:

- 1) Building and/or upgrading research infrastructure.
- 2) Enhancing professional and technical competencies.
- 3) Promoting entrepreneurship and innovation.
- 4) Providing an enabling environment for STI development.

STISA foresees the growth and development of National Systems of Innovation (NSIs) as a vehicle for lifting large sections of Africa's population out of poverty and improving the quality of life of citizens through delivery on six socio-economic priority areas, namely:

- 1) Eradication of hunger and achieving food security.

- 2) Prevention and control of diseases.
- 3) Communication through physical and non-physical media.
- 4) Protection of our environment, including outer space.
- 5) Living together in peace and harmony.
- 6) Creation of wealth for the people of Africa.

The endorsement by African Heads of State and Government of the Science Agenda for Agriculture in Africa (S3A), which provides a framework for raising investment in research, science and innovation systems to significantly lift productivity in Africa's agriculture over the next decade. S3A implements the agriculture component of STISA 2024 and its implementation will require re-capacitating agricultural STI institutions across the continent.

The IS&R and PoW are targeted at state and non-state actors working on or supporting CAADP implementation at all levels: the private sector, farmers' organizations, civil society, development partners, the AUC, NEPAD Agency, Regional Economic Communities (RECs) and the specialized technical institutions. These are organized under two objectives: IS&R Objective 1: Transformed agriculture and sustained inclusive growth; IS&R Objective 2: Strengthened systemic capacity to implement and deliver results. At the heart of the IS&R are a set of 11 strategic action areas.

Under Objective 1, S3A will contribute to thematic options that will directly bring about agricultural transformation and sustained growth such as: measures to increase sustainable agricultural production and productivity in an inclusive manner; increased resilience of livelihoods and production systems to climate variability, change and other shocks. Under Objective 2, S3A will contribute to: strengthening systemic capacity to enable that transformation and growth to occur; strengthening capacity for evidence-based planning, implementation, review and dialogue; reviewing and implementing policy and institutional reforms that strengthen leadership, management and technical capacity in agriculture; enhancing skills, knowledge and agricultural education; and strengthening data and statistics for evidence-based planning, implementation, monitoring and evaluation. In addition, S3A will assist identify and enhance innovative financing models for increased public and private sector finance for agriculture investments along the value chain especially on STI issues.

iv. Agenda 2063 and SDGs 2030

The endorsement by African Heads of State and Government and launch of Africa's Agenda 2063, which sets clear targets for Africa's agricultural transformation: Developed around seven (7) Aspirations, Agenda 2062 Aspiration 1 seeks *Inclusive Growth and Sustainable Development* and looks forward to *Modernizing Africa's Agriculture and Ensuring Healthy Environment and Ecosystems with Climate Resilient Economies and Communities*. The goal is to *Eradicate Poverty by 2025, Eliminate Hunger and Food Insecurity by 2025*.

The adoption of the Global Sustainable Development Goals (SDGs) 2030 during the UN Assembly on 25-27 September 2015 in replacement of the MDGs 2015 to provide a strong basis for ensuring the existence of a world free of poverty, hunger, diseases, want, fear and violence; and one in which there is equitable access to sufficient, safe and nutritious food, quality education, healthcare, social protection, human rights, safe drinking water, hygiene and sanitation; and where human habitats are safe, there is respect for human rights and dignity, rule of law and justice and non-discrimination, children are cherished, every woman and girl is empowered and the needs of the vulnerable are met; and where every country enjoys inclusive and sustainable growth, production and consumption, and humanity lives in

harmony with nature and protects wildlife and other living species. Built around 17 Goals and 169 targets, the SDGs present a very broad post-2015 development agenda to which CAADP must connect. Goal 2 is the priority entry point for CAADP implementation. It seeks to *End hunger, achieve food security and improved nutrition and promote sustainable agriculture by 2030*. Other Goals that intersect with CAADP's interventions are Goal 6 (*availability and sustainable management of water*) and Goals 13, 14 and 15, which *combat climate change and promote sustainable use of resources*.

(b) Institutional Context

On the institutional front and in response to the existing financing challenges, the partnership structure will need to begin to reflect on options in organizational structures that will make for sustainable financing of NAFSIPs. AUC and NEPAD Agency will need a reinvigorated organizational structure for effective implementation of CAADP II, the Malabo Declaration, Agenda 2063, SDGs 2030, Agricultural STI component of STISA and the Science Agenda in Agriculture in Africa.

CAADP II and the Malabo Declaration are being implemented in a global development context that is significantly influenced by innovation-led transformation. Knowledge has increasingly become a pivotal factor in the growth and development process globally. Africa must be part of and contribute to this revolution. However, for African countries to seize knowledge-based development opportunities in the 21st century, their economies must progressively and vigorously shift from being factor-based to becoming knowledge-based and innovations driven. This will entail tapping into the rapidly growing stock of global knowledge in science, technology and innovations and where necessary developing the needed new knowledge. The continent still direly needs to own its agricultural research for development and innovations-based solutions to its agricultural challenges. This is extremely important for improved productivity, competitiveness and integration of the sector in a context where the average researcher-population ratio on the continent is less than 45 per million people as against an average of 481 in Latin America and 1,714 in East Asia¹¹. This is a direct challenge to the application of science, technology and innovations in agriculture in Africa that planned and ongoing responses must address. CAADP during the next decade is pivotal to the required responses and must seek to put science, technology and innovation to work for the transformation of agriculture on the continent.

¹¹ World Bank, 15 April 2014

Fig 1: CAADP, Malabo 3AGT, Agenda 2063, SDGs 2030 and STISA 2024



Table 1 summarizes the developments and desired interventions by CAADP.

**Table 1: DEVELOPMENTS IN AGRICULTURE AND FOCUS OF INTERVENTIONS
IN 2016 AND ONWARDS**

No.	Developments in Africa's Agriculture Context since the first decade of CAADP	2016-Onward Focus of Interventions
1	CAADP Phase II	<ul style="list-style-type: none"> • Special focus on implementation of NAFSIPs through a NAFSIPs Implementation Plan (NIP) • CAADP Process Accelerated Action Plan (CPAAP) for the remaining 4 countries and 3 RECs yet to complete CAADP processes.

		<ul style="list-style-type: none"> • Special Support to RECs under CPAAP yet to set up Regional Agricultural Sector Working Groups • Spearheading of the Creation of a Common Fund for Africa’s Agriculture (with mandatory contribution by AU Member States)
2	Adoption of the Malabo Declaration on 3AGT	<ul style="list-style-type: none"> • Revision of CAADP Results Framework to include 3AGT targets • Conduct of a Matrix Analysis of 3AGT, CAADP, Agenda 2063, SDGs 2030 and STISA 2024 (for alignment and coordination of interventions as well as synchronization of reviews and reporting processes)
3	Adoption and Implementation of STISA 2024 and the Science Agenda for Agriculture in Africa (S3A)	<ul style="list-style-type: none"> • Strengthening of working relationship between AUC/DREA, NEPAD Agency and the RECs with agricultural STI organizations such as FARA, SROs and NARS. • Creation of an Agricultural Science, Technology and Innovation Fund to support implementation of S3A and capacitate relevant organizations.
4	Adoption and Launch of Implementation of Africa Agenda 2063	<ul style="list-style-type: none"> • Alignment of CAADP, 3AGT and Agenda 2062 agriculture targets through a revision of CAADP Results Framework.
5	Launch of UN SDGs 2030	<ul style="list-style-type: none"> • Revision of CAADP Results Framework to incorporate SDGs agriculture targets. • Production of a Matrix Analysis of CAADP, Agenda 2063, SDGs 2030, STISA 2024 and S3A • Mapping of ongoing development partners’ support to all frameworks at country, regional and continental levels to provide for harmonization and alignment.
6	Enhanced and Focused Capacity Development: <ul style="list-style-type: none"> • Implementing institutions. • Capacity for STI-based solutions to productivity 	<ul style="list-style-type: none"> • Development of CAADP II integrated capacity development program to revitalize institutions for implementation of CAADP II focus, 3AGT, agriculture component of Agenda 2063, SDGs related goals, agricultural STI component of STISA and S3A. <ul style="list-style-type: none"> ○ JST capacity ○ RECs ○ Other implementing organizations Special STI-Application capacity building program
7	Support for Climate-Smart Agriculture: <ul style="list-style-type: none"> • Research • Policy • Programs 	<ul style="list-style-type: none"> • Support for research into climate responsive agriculture and food systems. • Support for policies and programs that encourage climate-smart (sustainable and climate-resilient) agricultural practices
8	Visioning of a most suitable approach or model for Africa’s agriculture to meet current and future food and cash crops demand, cropping systems, use of fertilizers and pesticides and optimal combination of smallholders and industrial agricultural systems	<ul style="list-style-type: none"> • Strengthening of institutions and processes for visioning transformation in Africa’s agriculture and successor strategy to CAADP
9	Research into the effect of rising temperatures on crop yields and challenge for food security by 2030	<ul style="list-style-type: none"> • Support to regional and continental agricultural research organizations to keep abreast of developments and propose STI-based responses for farming practices • Support for agricultural STI systems
10	Response to the challenge of decreasing crop yield vis-à-vis growing population,	<ul style="list-style-type: none"> • Vigorous implementation of agricultural STI interventions – S3A and STISA 2024:

	which is likely to result in only 13% of food needs being met by 2050 on the continent	<ul style="list-style-type: none"> ○ Institutions ● Programs
11	Support for the development of sustainable agricultural practices for smallholder farmers to move away from slash and burn cultivation practices and heavy reliance on the use of fertilizers.	<ul style="list-style-type: none"> ● Vigorous implementation of agricultural STI interventions – S3A and STISA 2024: <ul style="list-style-type: none"> ○ Institutions ○ Programs ● Strengthening of extension services organizations
12	Response to agriculture infrastructure challenge, especially irrigation infrastructure	<ul style="list-style-type: none"> ● Strengthening of interventions in rural infrastructure development ● Investment in irrigation infrastructure development
13	Promotion of emergence of world-class agricultural research institutes and universities with a focus on innovations	<ul style="list-style-type: none"> ● To achieve CAADP objective of transforming Africa into a global player in agricultural STI

III. CAADP PARTNERSHIP STRUCTURE: SWOT ANALYSIS, STAKEHOLDERS SURVEY FINDINGS AND PROPOSED ADJUSTMENTS

In the CAADP Partnership Architecture, two of the structures are particularly prominent. These are the CAADP Partnership Platform (CAADP PP) and the Development Partners Task Team (DPTT). The Business Session is held as an integral part of the CAADP PP to provide in-depth review of progress and delivery plan. At the country level, Business Meetings are held to mobilize development partners and other stakeholders for resources for the CAADP process and implementation of the NAFSIPs. Other than the country level Business Meetings, the Business Session of the CAADP PP may not be considered an independent component of the Architecture. The country level Business Meetings however are. The Work Streams can be viewed in two dimensions: the country level and RECs-based Agricultural Sector Working Groups (ASWG) and the work groups that are constituted during the CAADP PP meetings to deliberate on thematic issues. The former are relatively more formal than the latter. The latter are not considered as work streams by this review. Thus, the components of the Architecture are:

1. The CAADP Partnership Platform (CAADP PP)
2. The CAADP Development Partners Task Team (CAADP DPTT)
3. The Country Level CAADP Business Meeting (CAADP BM)
4. The Country and Regional Levels Agricultural Sector Working Groups (ASWG)

III.1 SWOT Analysis of Structures

The SWOT analyses of these structures/platforms are presented in Tables 2a-d.

The analysis of the strengths, weaknesses, opportunities and threats of each of the platforms shows potential and space for continued contribution to CAADP implementation and the delivery of Malabo commitments. CAADP PP however faces threats from the existence of similar platforms like AGRA AGR Forum, meeting fatigue, and challenges arising from changes in the composition or declining seniority of participants attending the platform, which could erode institutional authority and mandate of the platform to make commitments. DPTT faces threats of irrelevance and ineffectiveness, if it is unable to raise its presence in

the mobilization of financial and technical resources for Malabo commitments and CAADP implementation, if it continues to be challenged by uncoordinated position and representation by low level officers, which could weaken its ability to make concrete decisions and commitments during meetings.

With respect to the Business Meetings, inadequate representation across the spectrum of CAADP major stakeholders could render them ineffective in terms of influence as they are seen as exclusive to select group. They also have the potential to undermine development of capacity for strategic planning and operations programming for CAADP and Malabo commitments at the level of NEPAD Agency and the AUC. As regards the Work Streams, there is the threat of institutional bias of members as they are self-selected and inadequate rigour in the analysis of issues, given that members have full-time primary responsibilities.

**Table 2: SWOT ANALYSIS OF COMPONENT STRUCTURES OF ARCHITECTURE,
REVIEW OF AREAS OF RESPONSIBILITY AND PROPOSED REFORMS**

(2a) SWOT ANALYSIS OF CAADP WORK STREAMS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Broad thematic coverage of the work streams with potential for providing suitable guide to dialogue on policy, strategy and institutional reforms. The streams consist of the following: <ul style="list-style-type: none"> a. Inclusive policy, efficient and strong institutions b. Partnerships including private sector, agribusiness trade, financing and market access – bringing in new models c. Regional trade and regional integration d. Increased access to quality data, monitoring, evaluation and accountability (e.g., joint Sector Reviews) e. Agricultural science and technology agenda 	<ul style="list-style-type: none"> • Membership, outputs, outcomes and impact of work streams need to be properly defined. • Need to set up mechanism for connecting outputs from the work streams to policy and institutional reforms, strategy adjustment and application of innovations. • Outputs are not adequately documented and followed through. • Mechanism for defining the agenda and prioritizing issues need strengthening. • Outputs not based on rigorous analysis compared to analysis that would be undertaken by well established agricultural research institutes or centres. • Not effective mechanism for adding value. This should be left to established agricultural research institutes or centres. 	<ul style="list-style-type: none"> • Work streams offer opportunity for evidence-based means for reaching consensus on issues. • Provide opportunity for continuous improvement and refinement of CAADP approaches, methodologies, results frameworks and indicators. • Ease the leveraging of collective knowledge of a diverse group of high-level professionals, technical experts, policy analysts and researchers, among others. • Opportunity to make agricultural research by research institutes relevant and responsive to concrete challenges in the agricultural sector and CAADP implementation. • Provide opportunity to identify gaps through policy and institutional analysis, research and innovation systems requiring 	<ul style="list-style-type: none"> • Institutional bias of members of the work streams could becloud objectivity. • With members fully employed, they will not be able to devote time required for effective delivery of activities. • Work streams could be rendered ineffective due to the availability of established research centres across the continent that could be commissioned to provide the required inputs. Threat of underutilization of establish research centres also exists, if work streams become alternative sources of decent analysis and research outputs. • Without being properly incentivized, members of the work stream will not function effectively

<p>f. Food security and nutrition</p> <p>g. Resilience and risk management</p> <p>h. Agriculture and climate change</p> <p>i. Agriculture inputs</p> <p>j. Land policy</p> <p>k. Rural infrastructure</p> <p>Cross cutting</p> <p>l. Gender and youth</p> <p>m. Environment</p> <p>n. Smallholder farmers</p> <p>If well resourced and managed, the CAADP continental work streams will serve as:</p> <ul style="list-style-type: none"> • Instrument for providing technical advice for review of methodologies, frameworks, results measurement and monitoring frameworks and indicators. • Means for leveraging collective knowledge, experience and skills of a diverse group of professionals and highly technical experts who constitute membership of the work streams. • Mechanism for harvesting best and replicable processes and practices. • Vital sources of evidence-based knowledge and information on developments in the thematic areas. 	<ul style="list-style-type: none"> • Quality of outputs will depend on availability and adequacy of resources to carry out and sustain the activities of the work streams. • Effectiveness and utility will depend on the extent to which they feed into CAADP policy, strategy and institutional development and refinement processes. • Work streams will at this stage be more effective at the point of CAADP implementation and thus at the national and regional levels. • With CAADP moving from frameworks and methodologies to concrete results in the implementation of NAFSIPs, the utility of the work streams will tend to be less at the continental relative to the country level. 	<p>interventions by specialized institutions.</p> <ul style="list-style-type: none"> • Could contribute inputs for CAADP long-term strategy, policy and institutional review. • Present opportunity for intensive utilization of research centres, which could be encouraged to commission research in the work streams thematic areas. • Possess potential to serve as technical advisory panel to the AUC and NEPAD Agency on issues in the areas of the thematic work streams. 	
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<ul style="list-style-type: none"> • An observatory on CAADP and barometers on the health of the agricultural sector and its sub-sectors and means for anticipating challenges. • Means for synthesizing country level experiences and identifying best practices in their competency areas to guide CAADP implementation. 			
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(2b) SWOT ANALYSIS OF CAADP PARTNERSHIP PLATFORM HIGH-LEVEL BUSINESS MEETING

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • It is a space for joint planning, coordination of work program for purposes of ensuring synergies and desired complementarities (and avoid parallel and contradictory processes and actions), peer review, sharing of innovations and mutual accountability for results. • It is a mechanism for institutions supporting CAADP to align and harmonize programs, internalize and practice results-driven and 	<ul style="list-style-type: none"> • Voluntary participation leading non-stable participation by institutions and absence of focal point at senior levels. • Non-binding decisions of meetings • Lack of institutional authority of participants • Not an effective instrument for joint planning and accountability for results. • Inadequate focus on the implementation of the NAFSIP. • Inadequate documentation of 	<ul style="list-style-type: none"> • Affords committed stakeholders an opportunity to provide technical inputs in CAADP implementation • Makes it possible to build and strengthen a sense of ownership among African constituencies and shared commitment (identification with and buy-in by participating development partners). • Integrates accountability by CAADP lead institutions into processes and practices. 	<ul style="list-style-type: none"> • The Business Meetings could potentially have a weakening effect on the review and visioning of the transformation of CAADP strategy as well as the strategic planning and operations programming functions and capacity of AUC and NEPAD Agency with respect to CAADP implementation. The platforms are increasingly becoming the means for planning, monitoring and review of strategic orientation. This is not conducive

<p>accountable implementation and delivery process.</p> <ul style="list-style-type: none"> • Deliberations are guided by Aide Memoirs, which record agreed action points and facilitate joint action plan. • A mechanism for alignment of continental, regional and country priorities. • An instrumentality for results-based and accountable management in the execution of CAADP programs. • A strong CAADP advocacy platform • A group of focussed and highly committed stakeholders to CAADP implementation – AUC, NEPAD Agency, RECs, development partners, multilateral institutions (international and in-country), governments (at Permanent/Principal Secretary level), civil society. • Established and operates on strong backing by AUC and NEPAD Agency, which are continental policy institutions steering CAADP implementation. • Focused on strategic implementation issues. • Serves as a tool for sharpening discussions and proposals made 	<p>meeting proceedings. The outputs are mainly communiqués</p> <ul style="list-style-type: none"> • No theory of change was elaborated to determine the outcomes pathway in expected performance. • Criteria for selection of participants are not explicitly stated. The choice of 10 countries out of 50 engaged in the CAADP process is even more problematic. • The activities duplicate those of the CAADP Partnership Platform and the DPTT. For instance, “alignment and harmonization of work program is the thrust of DPTT intervention” and has not been successful. 	<ul style="list-style-type: none"> • Promotes alignment in continental, regional and country CAADP support • Stronger advocacy for CAADP • Provides a platform for reviewing CAADP Implementation Status Report and identifying performance improvement opportunities 	<p>to effective capacity building in the CAADP implementation steering institutions.</p> <ul style="list-style-type: none"> • Invitation only implies selectivity or expressed preference in favour of a group, which may or may not necessarily be representative of CAADP stakeholders.
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by the CAADP PP and provides operational content to such proposals.			
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(2c) SWOT ANALYSIS OF CAADP PARTNERSHIP PLATFORM

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Means to foster mutual and collective responsibility, alignment and harmonization of resources and programs in support of CAADP implementation • Platform to facilitate consultation, dialogue and exchange among stakeholders on strategic issues facing African agriculture. • Platform to review lessons and good practices as well as challenges in CAADP implementation. • A mechanism for advocacy and building of common understanding for increased buy-in. • A means for alignment and harmonization of development partners' action, options and 	<ul style="list-style-type: none"> • Voluntary participation leads to non-stable participation by institutions and absence of focal point at senior levels. • Non-binding decisions of meetings. • Lack of institutional authority of participants. • Not an effective instrument for joint planning and accountability for results. • Inadequate focus on the implementation of the NAFSIPs. • Inadequate documentation of meeting proceedings. The outputs are mainly communiqués • Structure of communiqué has not changed for the past decade. • Action plans following the communiqués and implementation report not publicly available. 	<ul style="list-style-type: none"> • Provides opportunity for monitoring adherence to Busan Principles on Development Effectiveness and application of performance measurement frameworks and indicators. • Serves as mechanism for monitoring alignment of CAADP to 3AGT, Agenda 2063, agricultural STI component of STISA 2024 and S3A. • Serves as a vehicle for mobilizing new development partners, including non-traditional donors like the BRICS among others, for the DPTT. • Functions as a means for providing inputs in the determination of the agenda of the work streams. • Serves as a instrument for strengthening commitment to 	<ul style="list-style-type: none"> • Operational modality of the CAADP PP does not allow for the building of effective institutions to develop implementation strategies and instruments for policy directives. The process of developing operational strategies should be institution-based rather than Platforms-driven. Implementing institutions should be capacitated to function properly otherwise they will be weakened. • The CAADP PP faces sustainability threat arising from the existence of competing platforms like AGRA AGR Forum. The 5th AGRF held in September 2015 attracted some 650 participants as against CAADP PP 400 participants in March 2015. Competition could

<p>commitments undertaken to support CAADP efforts and investments.</p> <ul style="list-style-type: none"> • Means for taking stock of types of assistance provided by development partners to CAADP • Organized by a multi-stakeholder CAADP PP Joint Standing Committee (AUC, NPCA/CAADP, RECs (1), CAADP Pillar Lead Institution (1) and 3 DPTT representatives responsible for agenda setting. 	<ul style="list-style-type: none"> • No theory of change was elaborated to determine the outcomes pathway in expected performance. • The activities duplicate those of the CAADP Partnership Platform Business Meeting and the DPTT. • Should now focus more on the implementation of the NAFSIPs and lessons learning. • Operating terms of reference date back to 21 April 2010 and need to be updated to take into account new developments relating to Busan Principles on Development Effectiveness of development assistance, Agenda 2063, SDGs 2030, STISA 2024 and Science Agenda in Agriculture in Africa (S3A). 	<p>CAADP and sustaining its momentum.</p> <ul style="list-style-type: none"> • Serves as a means for identifying and commissioning targeted support to aspects of CAADP implementation – STI component of STISA and the S3A • Provides a space for showcasing innovations in Africa’s agriculture • Serves as a means for deliberating on various performance reports produced in the implementation of CAADP, including the reports of the thematic work streams, implementation of Malabo commitments, S3A and the agricultural STI component of STISA. • Provides a mechanism for articulating the capacity requirement of 3AGT and the agriculture component of Agenda 2063, SDGs 2030, S3A and STISA 2024 and facilitating the development of a responsive comprehensive program of intervention. 	<p>weaken participation and reduce effectiveness of CAADP PP.</p> <ul style="list-style-type: none"> • Potential meeting fatigue, after more than a decade of participation, could set in among some participating institutions and result in a gradual decline of enthusiasm and commitment. • Changes in the composition or declining seniority of participants attending the platform could erode institutional authority and mandate of the Platform to make commitments.
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(2d) SWOT ANALYSIS OF CAADP DEVELOPMENT PARTNERS TASK TEAM

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Mechanism for coordinated engagement in policy dialogue by development partners with AUC and NEPAD Agency • Means for development partners to coordinate their activities and interventions. This reduces duplication of programs and improves effectiveness and efficiency of use of resources. • Vehicle for reaching a common position among development partners on strategic issues. • Existence of a common and shared action plan aligned to set CAADP/ Malabo commitments and priorities. 	<ul style="list-style-type: none"> • Failure of the DPTT to emerge as a representative organ of development partners supporting CAADP. • Absence of commonly respected operational principles, guidelines and procedures for the members, even though the non-Charter was endorsed by the members. • Non-acceptance of its work plan by DPTT members as an operations programming tool for CAADP-supporting development partners' activities. • Failure of DPTT members to act on commonly agreed activities and processes at DPTT meetings, thus rendering such agreements of little or no significance. • Existence of a perceptible sense of disenchantment with the DPTT by African policy institutions overseeing CAADP 	<ol style="list-style-type: none"> 1) The non-Charter has the potential of encouraging the emergence of high level commitment to the concept of the DPTT; principles, guidelines and procedures for its operation; mode of engagement; operational modality; and accountability for results. 2) There is potential for the DPTT ultimately to become the official representative of donors supporting CAADP. 3) Requesting institutions to officially designate representatives to the group based on set criteria could raise capacity to make concrete commitments during meetings. 4) Streamlining and limiting membership to development partners who provide financial and technical resources could direct focus on NAFSIPs implementation. 	<ol style="list-style-type: none"> 9) Inability to mobilize adequate resources in support of implementation of CAADP phase II and Malabo commitments could threaten continued relevance and recognition. 10) Growing or comparatively larger number of non-DPTT supporters of CAADP relative to DPTT members could threaten its effectiveness. 11) Non-recognition of DPTT as the voice of CAADP development partners could render it ineffectual. 12) Inability of the DPTT to speak with one voice on issues could strain its credibility and capacity to deliver results. 13) Representation by low level officers could weaken its ability to make concrete decisions and commitments during meetings.

	<p>implementation.</p> <ul style="list-style-type: none"> • Officials who participate in the activities of the DPTT are relatively junior staff without institutional authority to make decisions and operational commitments. • Inadequately shared information. Some members of the DPTT are not aware of each other's interventions in support of CAADP implementation at country, regional and continental levels. • Poor coordination among DPTT members' activities. Members oftentimes act without consulting each other, with the result that sometimes parallel and competing programs are developed thus undermining the need for coordinated actions that CAADP implementation needs. 	<ol style="list-style-type: none"> 5) Institutionalizing the DPTT Secretariat rather than allowing it to move with its new Chair could foster closer working relationship with CAADP implementation steering institutions - AUC and NEPAD Agency. 6) Establishing a practice by which the DPTT reaches a common position on issues, processes and procedures; speaking with one voice; and supporting common programs to maximize impact. 7) Developing common work plans could move the DPTT towards joint programming of interventions, pooled funding and joint reviews, even if from a modest start. 8) Credibility of operation and ability to speak with one voice could grow membership and bring onboard major Non-DPTT members like the BRICS. 	
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Table 3: CAADP PARTNERSHIP ARCHITECTURE: AREAS OF RESPONSIBILITY AND PROPOSED REFORMS

CAADP PARTNERSHIP PLATFORM	CAADP DEVELOPMENT PARTNERS' TASK TEAM	NEPAD CAADP BUSINESS MEETINGS	NEPAD CAADP THEMATIC WORK STREAMS
(1) Responsibilities	(2) Responsibilities	(3) Responsibilities	(4) Responsibilities
<p>(1) Constructive dialogue and exchange among senior level representatives of African governments, development partners, the business sector, farmers' organisations and civil society organisations (including professional associations) on CAADP implementation, as well as on the broader strategic issues facing the agricultural sector in Africa</p> <p>(2) Updating CAADP stakeholders on progress in CAADP implementation at every level.</p> <p>(3) Mutual review of the roles and activities of the various CAADP stakeholders in CAADP planning and implementation – and discussion to define expectations for mutual accountability among CAADP partners and to review the performance of these partners against such expectations;</p>	<p>(1) Engage in policy dialogue with AUC and NPCA focusing on advancing thematic and operational priorities of the Malabo commitments.</p> <p>(2) Contribute to the improvement of aid effectiveness in support to CAADP processes and implementation.</p> <p>(3) Strengthen development partner communications and coordination to improve efficiency.</p> <p>(4) Coordinate and articulate a common Development Partners position on strategic issues in support to CAADP (Malabo commitments)</p> <p>(5) Establish and maintain a clear, shared action plan for the DPTT that is aligned to priorities established by African</p>	<p>(1) Review and endorse annual targets and priorities for actions by members of the partnership;</p> <p>(2) Advise on concrete actions and priorities, including capacity building measures, that can, and need to, be taken as part of the implementation of CAADP;</p> <p>(3) Facilitate alignment and harmonization of work programmes across the concerned institutions and along the continent's priority issues and targets, as well as building and ensuring consistence with the CAADP vision, principles and values (duplicates DPTT);</p> <p>(4) Facilitate coordination of work programmes for purposes of ensuring the desired synergies and complementarities (and avoid parallel, or contradictory actions and processes) (duplicates DPTT).</p>	<p>(1) Coordinate the implementation of thematic priorities of CAADP (better carried out by established agricultural centres).</p> <p>(2) Act as a common platform for thematic-based actions to mobilize, rally, and coordinate partnership arrangements in support of African Union organisations to implement agreed thematic issues in supporting CAADP implementation (DPTT);</p> <p>(3) Help to ensure that synergies and comparative advantages of the various stakeholders on every thematic area are properly coordinated and delivered on to achieve common results and goals (DPTT)</p> <p>(4) Provide a common platform for thematic-based monitoring, evaluation and ensuring accountability to agree upon actions and</p>

<p>(4) Review of lessons learned and the establishment of good practice standards regarding CAADP implementation to support the identification, design, and implementation of national and regional policies and programmes;</p> <p>(5) Informing development partner’s actions, options and commitments that are undertaken to support priority CAADP efforts and investments;</p> <p>(6) Review of the effectiveness of assistance provided to CAADP through relevant support mechanisms;</p> <p>(7) Identification and agreement on actions to be taken by CAADP partners and stakeholders in the subsequent period prior to the ensuing PP meeting;</p> <p>(8) Joint review of targets and priorities for support to Africa knowledge, information and skills hubs and networks; and</p> <p>(9) Agreement on actions to be taken to foster the mainstreaming of strategic relevant issues within CAADP through work streams.</p>	<p>partners;</p> <p>(6) Assist DPTT members in ensuring follow-up on Task Team’s commitments, including the work of the joint action groups, as required;</p> <p>(7) Support to coordinate and facilitate consultations of Development partners supporting CAADP.</p>	<p>(5) Facilitate systematic reviews of progress and facilitate support for enhanced implementation and delivery of results (duplicates PP)</p> <p>(6) Facilitate the strengthening of results-based mutual accountability in the execution of programmes meant to support CAADP implementation (duplicates PP item 3 and DPTT).</p>	<p>commitments (DPTT)</p> <p>(5) Report progress to the CAADP PP and CAADP Partnership Business Meeting (Should be undertaken by established institutions)</p>
REFORM PROPOSAL	REFORM PROPOSAL	REFORM PROPOSAL	REFORM PROPOSAL
<u>CAADP PP</u>	<u>CAADP DPTT</u>	<u>NEPAD CAADP BUSINESS MEETING</u>	<u>NEPAD CAADP WORK STREAMS</u>
<p>(1) The Partnership Platform is vital to CAADP implementation and stakeholder consultation and engagement. The activities reflect continuing relevance of its responsibilities and interventions. This review recommends its continued retention in the CAADP Partnership Architecture.</p>	<p>(1) The DPTT provides a valuable platform for coordinating partners support for CAADP implementation.</p> <p>(2) It remains vitally relevant and important for CAADP phase II. This review recommends its continuation in the Partnership Architecture.</p> <p>(3) Its designation should be changed from</p>	<p>(1) The highlighted activities in column (3) represent duplication of or overlap with the present the functions of the DPTT. They should be relinquished by the Business Meeting. These are activities (3) – (6).</p> <p>(2) The first activity – review and endorsement of annual priorities and</p>	<p>(1) Work streams are relatively more effective if they are undertaken by established institutions with the required competencies.</p> <p>(2) Work streams constituted from self-selected participants are not as effective as those undertaken by agricultural institutions with relevant mandates and</p>

<p>(2) It should however be re-designated as CAADP Partners Forum or CAADP Forum in reflection of the transition from a focus on partnership development to that of partners' engagement.</p> <p>(3) The frequency with which it is organized should be graduated over the years.</p> <p>(4) A theory of change should be elaborated to determine the outcomes pathway and the kind of changes that it should lead to.</p>	<p>DPTT to a Development Partners' Coordination Group (DPCG), as it is conceived more in the context of the need for coordination and alignment of partners' support rather than as a task force for the delivery of specific task.</p> <p>(4) It should focus more on mobilization of financial and technical resources for implementation of the NAFSIPs and the strengthening of implementation capacity. In any case, it is not a task force.</p> <p>(5) It should work towards joint programming of its support at all levels – continental, regional, country and thematic.</p>	<p>targets – should be undertaken by the CAADP PP.</p> <p>(3) The second activity falls within the annual implementation planning responsibility of NEPAD CAADP Secretariat, including developing capacity building strategy and program.</p> <p>(4) In light of (1)-(3), this review does not support a continuation of the Business Meeting at the continental level.</p> <p>(5) However at the country and regional levels, the Business Meeting is advised but in the form of a High Level Investment Meeting (HiLIM) to mobilize partners and resources for implementation of the NAFSIPs. At these levels, the Business Meeting and the Work Streams should be merged to form Agricultural Sector Working and Investment Group (ASWIG).</p>	<p>competencies.</p> <p>(3) Activities (2) – (4) overlap with or fall within the domain of responsibility of the DPTT.</p> <p>(4) The remaining two activities (1) and (5) will be better undertaken by established institutions with appropriate mandates and competencies.</p> <p>(5) This review therefore does not recommend the continuation of the Work Streams under present arrangements. The task of carrying out the activities of the work streams should be assigned to specialized agricultural institutions on the continent with the required mandates and competencies or undertaken by a CAADP Division Results Team within NEPAD Agency as a core responsibility.</p> <p>(6) At the country and regional levels, where implementation is undertaken, the work streams and business meetings should be merged to form an Agricultural Sector Working and Investment Group (ASWIG).</p>
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III.2 Summary of Main Findings from Stakeholder Survey

A summary of the stakeholder survey conducted is presented in Table 3. On 26-28 January 2016, a survey questionnaire in English and French was administered among CAADP stakeholders. It was a confidential exercise with respondents liaising only with the assignment consultant. Institutions contacted included:

- African Union Commission (AUC)
- NEPAD Planning and Coordinating Agency (NEPAD Agency)
- All CAADP National Focal Points¹²
- All Development Partners' Task Team Members¹³
- Economic Community of West African States (ECOWAS Commission)
- Economic Community of Central African States (ECCAS)
- Alliance for a Green Revolution in Africa (AGRA)
- Forum for Agricultural Research in Africa (FARA)
- Centre for Coordination of Agricultural Research for Development in Eastern and Southern Africa (CCARDESA)
- Forum for African Seed Testing (FAST/AUC)
- African Development Bank (AfDB)
- German Federal Ministry for Economic Cooperation and Development/ Gesellschaft für Internationale Zusammenarbeit (BMZ/GIZ)
- Bill and Melinda Gates Foundation
- Department for International Development (DFID)
- Donor Platform for Rural Development
- European Commission
- Food and Agricultural Organization (FAO)
- Global Affairs Canada
- GrowAfrica
- United States Agency for International Development (USAID)
- World Bank

Of these, a total of 16 institutional responses were received and analyzed. This is in addition to discussions held with AUC, NEPAD Agency and GIZ, the sponsoring agencies for the assignment, and the European Commission and the World Bank.

The main findings from the survey are as follows:

Level of Awareness of Platforms: The level of awareness of the existence and activities of the platforms is high with respect to the CAADP Partnership Platform and the DPTT at 64% and 60%, respectively, but low for the CAADP Business Meeting (53%) and the Work Streams (48%). It is an indication that about half of CAADP stakeholders are not aware of the Business Meetings and the Work Streams.

Level of participation: Over the first decade up to date, slightly more than half (55%) of the stakeholders have attended the platforms more than 6 times. About 39% have been participating in the activities of the four platforms since their inception. Less than 45% (44.90%) have attended proceedings of the platforms between 4 and 6 times. About 24% of these attended the activities only once. Thus, more than half of the stakeholders who

¹² Based on the list received from GIZ/NEPAD Agency

¹³ Ditto

responded to the survey instrument were in a position to provide a reasonable assessment of the CAADP Architecture based on the issues raised in the questionnaire.

Level of institutional authority of participating stakeholders: Slightly above 8% of stakeholders who attend the platforms are very senior policymakers who hold institutional mandates and authority in decision-making. They are therefore in a position to implement decisions, guidelines or recommendations emanating from the platforms. An equal number of these are at Director to Head of Division level, which also represents institutional authority. Thus, 40% of the stakeholders at the platforms hold institutional mandates and authority. At the other end of the spectrum, 60% of the participants do not have such level of institutional authority and may not be in a position to influence implementation of recommendations from the platforms. Some 31% of these are at senior officer level.

Relevance of Platforms: Ratings from the survey turned out more than 70% relevance for the CAADP Partnership Platform and about 62% for the CAADP DPTT. For the other two platforms, the Business Meeting and the Work Streams, the level of relevance was placed at 43% and 50%, respectively. This is an indication that the CAADP Partnership Platform and the CAADP DPTT are considered by stakeholders to be strongly more relevant than the Business Meeting and Work Streams.

Level of Effectiveness of Platforms: Data from the stakeholder survey shows that the CAADP Partnership Platform has been the most effective. It functioned at 62% level of effectiveness. This is followed by the DPTT, which has an average level of 55% effectiveness. For the Business Meeting, stakeholders expressed the view that it is only 36% effective. As regards the Work Streams, the assessment turned up a 42% level of operational effectiveness.

Level of Efficiency of Platforms: The data from the survey shows that the CAADP PP and the DPTT are at about 50% level of operational efficiency. They are thus at average level of efficiency in their organization, delivery of outputs and influencing of outcomes relating to CAADP implementation. For the Business Meeting it is 36%, while for the Work Streams the efficiency level is about 35%.

Usefulness of Platforms: The stakeholder survey rates the usefulness of the four platforms in terms of their outputs and influence on agricultural policies, practices, processes, resource mobilization and capacity development. CAADP PP was rated about 56% useful and the DPTT 55%. Stakeholders expressed the opinion that the Business Meeting and the Work Streams are only about 46% and 42% useful, respectively.

Success of Platforms: Stakeholders rated the platforms 67% successful in the mobilization of support for CAADP implementation. This is followed by the role that the platforms have played in advocacy and raising awareness about CAADP, which was scored 60% and 58% for knowledge and information sharing. Facilitation of implementation of CAADP processes by the four platforms was rated 54% successful. With respect to mobilization of financial and technical resources for CAADP implementation, stakeholders adjudged this to be only 47% successful and for the building and strengthening of capacity of CAADP institutions the success rate was placed at 38%. This represents the weakest area of performance of the platforms.

Degree of Stakeholder Representation: The level of stakeholder representation on the four platforms showed from the survey results that the CAADP PP is the most representative of the platforms with about 65% level of representation. All others are less representative. The Works Streams stood at 44%, the Business Meeting, 42% and the DPTT 40%. The low level of representation on other platforms appears to be a reflection of insufficient information about their existence and activities as well as restricted participation.

Results and Influence of Platforms: The opinion expressed by stakeholders on the extent to which the CAADP Partnership Architecture has delivered results and influenced agricultural policies, facilitated priority setting, supported investment financing and built capacity of institutions showed considerable need for improvement. Slightly above 53% results and influence is attributed to the CAADP PP. The other three platforms have not seemed to deliver respectable results and influenced policies, priority setting, financing and capacity development. Their level of achievement in this area is rated 38% for the Work Streams, 36% for the DPTT and 32% for the Business Meeting.

Extent of Implementation of Platforms Recommendations: Stakeholders weakly believe that recommendations from the platforms are followed through. They expressed the opinion that only 43% of recommendations from the CAADP PP are implemented. The score for the other platforms are: 34% for DPTT; 32% for Business Meeting; and 29% for the Work Streams.

Continuing Relevance of Platforms: On the continuing relevance of the four platforms, which constitute the CAADP Partnership Architecture, results from this stakeholder survey point strongly to the CAADP PP of vital importance with about 69% rating. This is followed by the Work Streams with about 62%. The DPTT and the Business Meeting were not seen as of considerable continuing relevance as CAADP implementation moves into a country and regional-heavy phase. Continuing relevance of the DPTT was placed at 49%, while the Business Meeting recorded 46%.

Desired Reforms: About 92% of stakeholders surveyed want the name of the DPTT changed to Development Partners' Coordination Group (DPCG) to reflect the focus of its functions; 80% want the CAADP PP to be renamed as CAADP Forum. In addition, a majority expressed desire for the discontinuation or merger of the Business Meeting with other platforms.

Some Key Areas of Focus for the Partnership for 2016 and Beyond: Stakeholders were agreed on the following, among others:

1. Country level implementation with a focus on NAFSIPs, including investment financing.
2. Strengthening of CAADP implementation capacity
3. Strengthening of CAADP governance framework to enhance political traction for CAADP at country level
4. Heighted communication, information dissemination, outreach, networking and knowledge exchange on CAADP activities, performance and results
5. Need for the CAADP Partnership Architecture to show concrete results
6. Need for clearer definition of roles and responsibilities of platforms in the Partnership Architecture to facilitate implementation of Malabo commitments
7. Policy and program coherence among CAADP supporting institutions

8. Need to strengthen mutual accountability for results and to effectively measure and track results.

Concerns Expressed: Central among the concerns expressed by stakeholders are the following:

5. Limited knowledge of, and information on, the platforms and their activities.
6. Inadequate openness in the invitation of countries and stakeholders to the meetings of the platforms, thus giving the impression of privileged groups and access among stakeholders.
7. CAADP is increasingly becoming forgotten and rarely mentioned in global fora
8. The DPTT will need to significantly improve its usefulness

Table 4: ANALYSIS OF RESPONSES FROM STAKEHOLDERS' SURVEY

Kindly tick (√) as appropriate

No.	Performance Measures	Excellent	Very Good	Good	Fair	Poor	Not Aware	OVERALL AVERAGE RATING	
		5	4	3	2	1	0	Score	(%)
I	Awareness of CAADP Partnership Architecture								
1	How would you rate your awareness of the existence and activities of the following CAADP Partnership Structures?								
	a) CAADP Partnership Platform (CAADP PP)	xxx	xxxxxxx	xxx	x	xx		3.20	64.00
	b) CAADP Development Partners' Task Team (CAADP DPTT)	xxxx	xxx	xx	xx	xxx	x	3.00	60.00
	c) CAADP Business Meeting (CAADP BM)	xx	xx	xxxx	xxx	xx	x	2.71	54.28
	d) CAADP Work Streams (WS)	xx	x	xxxx		xxx	x x	2.42	48.33
2	How many times have you or has your organization Participated in the meetings or activities of the following CAADP Partnership Structures:	Since Inception	8-10 Times	6-8 Times	4-6 Times	2-4 Times	Once Only		
		19; 38.78%	2; 4.05%	6; 12.24%	2; 4.08%	8; 16.33%	12;24.49%		
	a) CAADP Partnership Platform	xxxxxx		xxx	x	xx	xxx		
	b) CAADP Development Partners Task Team (CAADP DPTT)	xxxxxxx	xx			x	x		
	c) CAADP Business Meeting (CAADP BM)	xxxx		xxx		xx	xxxx		
	d) CAADP Work Streams (WS)	xxxx			x	xxx	xxxx		
3	What is the rank of the actual representative of your organization at these meetings?	VP; CEO; ED; D-G; President	Director; Deputy Director	Head of Division	Head of Unit	Senior Officer	Officer		

			6; 8.57%	11; 15.71%	11; 15.71%	15; 22.43%	22; 31.43%	5; 7.14%	
		a) CAADP Partnership Platform	XXXX	XXXXX	XXXX	XXX	XXXXX	X	40% of stakeholders participating in the activities of the platforms are in policy-making categories
		b) CAADP Development Partners Task Team (CAADP DPTT)	X	XX	XX	XXXX	XXXXX	X	60% are with less institutional authority to make decisions
		c) CAADP Business Meeting (CAADP BM)	X	XX	XX	XXXXXX	XXXXXX		
		d) CAADP Work Streams (WS)		XX	XXX	XX	XXXXXX	XXX	
			Excellent	Very Good	Good	Fair	Poor	None	
II		Relevance, Effectiveness, Efficiency and Usefulness of CAADP Platforms	5	4	3	2	1	0	
	1	How would you rate the Relevance of the following CAADP Platforms?							
		a) CAADP Partnership Platform (CAADP PP)	XX	XXXXX	XXXXXXXX	X			3.53 70.67%
		b) CAADP Development Partners Task Team (CAADP DPTT)	X	XXX	XXXXX	X		X	3.10 61.82%
		c) CAADP Business Meeting (CAADP BM)	X	XX	XXXX	XX	X	XXXX	2.14 42.85%
		d) CAADP Work Streams (WS)	X	XXX	XX2.5x	X	XX	XX	2.50 50.00%
	2	How would you rate the Effectiveness of the following CAADP Platforms?							
		a) CAADP Partnership Platform (CAADP PP)		XXXXXXXX	x2.5	XXXXX			3.11 62.14%
		b) CAADP Development Partners Task Team (CAADP DPTT)		XXX	XXXXXX	X	X	X	2.75 55.00%
		c) CAADP Business Meeting (CAADP BM)			XXXXXXXX	XX	XX	XXXX	1.80 36.00%
		d) CAADP Work Streams (WS)			XXXX2.5xx	XXX	X	XX	2.11 42.30%
	3	How would you rate the Efficiency of the following CAADP Platforms?							
		a) CAADP Partnership Platform		X	XXXXX2.5x	XXXX	X		2.61 52.14%

		(CAADP PP)			X					
		b) CAADP Development Partners Task Team (CAADP DPTT)		X	XXXXXXXX	XX	X	X	2.50	50.00%
		c) CAADP Business Meeting (CAADP BM)		X	XXXX	XX2.5	XXX	XXX	1.82	36.43%
		d) CAADP Work Streams (WS)		X	X2.5X	XXXX	XX	XXX	1.73	34.62%
	4	How would you rate the Usefulness (in terms of outputs and influence on policy, practice, processes, resource mobilization and capacity development) of the following CAADP Platforms?								
		a) CAADP Partnership Platform (CAADP PP)		XXXXXX	XXXX	X	X	XX	2.79	55.74%
		b) CAADP Development Partners Task Team (CAADP DPTT)		XXXXX	XXX	XX		XX	2.75	55.00%
		c) CAADP Business Meeting (CAADP BM)		XXX	XXXX	XXXX		XXX	2.29	45.71%
		d) CAADP Work Streams (WS)		XX	XX2.5X	XXXX		XXX	2.11	42.31%
	5	How would you rate the Success of the Platforms in terms of the following:								
		a) Mobilization of stakeholders for CAADP implementation	XXX	XXXXX	XX	XXX		X	3.36	67.14%
		b) Mobilization of financial and technical resources for CAADP implementation		XXX	XXX	XXXXX	XX	X	2.36	47.14%
		c) Knowledge and information sharing	XX	XX	XXXXX	XXXX		X	2.93	58.57%
		d) Facilitation of implementation of CAADP processes	X	XX	XXXXX	XXXXX		X	2.71	54.29%
		e) Advocacy and awareness for CAADP	XXX	XXX	XX	XXXX	X	X	3.00	60.00%
		f) Building and strengthening capacity of CAADP institutions		X	XX	XXXXXXXX	XXX	X	1.93	38.57%
			Excellent	Very Good	Good	Fair	Poor	None		
II		Extent of Stakeholders' <u>Representation</u> on CAADP Platforms	5	4	3	2	1	0		

	1	How would you rate the extent to which stakeholders (government, private sector, farmers' organizations, NGOs, development partners, research and training institutions, advisory and extension services organizations, women empowerment organizations, and youth development organizations) are represented on the following platforms?								
		a) CAADP Partnership Platform (CAADP PP)	X	XXXXXX	XXXXX	X		not aware;	3.29	65.71%
		b) CAADP Development Partners Task Team (CAADP DPTT)	NA	XX	X	XXXX	X	not aware, XX	2.00	40.00%
		c) CAADP Business Meeting (CAADP BM)	X		XXXXX	XXX	X	not aware; XXX	2.08	41.54%
		d) CAADP Work Streams (WS)	X		XXX	XXXXX		not aware; XX	2.18	43.64%
			Excellent	Very Good	Good	Fair	Poor	None		
III		Results and Influence of Platforms on Agricultural Policies, Priority Setting, Financing and Capacity Development	5	4	3	2	1	0		
		How would you rate the influence of the following platforms on national and regional agricultural policies and strategies, priority setting, financing and capacity development?								
		a) CAADP Partnership Platform (CAADP PP)	X	XXX	XXXX	XX	XX	X	2.69	53.85%
		b) CAADP Development Partners Task Team (CAADP DPTT)		XX	XX	X	XXXX	XX	1.82	36.36%
		c) CAADP Business Meeting (CAADP BM)		XXX		XXX	XXX	XXXX	1.62	32.31%

		d) CAADP Work Streams (WS)		XXX	X	XXX	XX	XXX	1.92	38.33%	
			Excellent	Very Good	Good	Fair	Poor	Not aware			
IV		How would you rate the extent to which Recommendations of the platforms are followed through and implemented?	5	4	3	2	1	0			
		a) CAADP Partnership Platform		X	XX2.5X	XXXXX		XX	2.13	42.50%	
		b) CAADP Development Partners Task Team (CAADP DPTT)			XXXX	XX	X	XXX	1.70	34.00%	
		c) CAADP Business Meeting (CAADP BM)			XXX	XXXX	XX	XXX	1.58	31.67%	
		d) CAADP Work Streams (WS)			XXXX	XX		XXXXX	1.45	29.09%	
			Excellent	Very Good	Good	Fair	Poor	Not Relevant			
V		Continuing Relevance of Platforms	5	4	3	2	1	0			
		With CAADP now moving to country and regional level implementation phase, how would you rate the continuing relevance of the following platforms?									
		a) CAADP Partnership Platform (CADDP PP)	XXX	XXXXXX	XXX			XX	3.43	68.57%	
		b) CAADP Development Partners Task Team (CAADP DPTT)	XX	XXXX	XX	XX		XXX	2.46	49.23%	
		c) CAADP Business Meeting (CAADP BM)	XX	X	XXXX	XX		XXXX	2.31	46.15%	
		d) CAADP Work Streams (WS)	XXXX	XX	XXXX			XXX	3.08	61.54%	
VI		Desired Change or Reform of Platforms									
	1	What kind of Changes or Reforms would you like to see in the Platforms?	Tick as appropriate (√)								
		a) Reduction in their number to those most relevant (pls. indicate)	X (discontinue Business Meeting); No; Replace Business Meeting with STC with additional stakeholders X (combine CAADP PP and BM or have one DPTT, AUC, NPCA Meeting in place of BM; limit to Partnership Platform and Business Meeting; No reduction, but strengthen work streams								
		b) Introduction of additional structure(s) (pls., specify)	No; CAADP needs a stronger central unit to coordinate activities; No additional structures								

		c) Retention of all present 4 structures	XXX	
		d) Change of names of the platforms/rebranding	XXXXXX; CAADP PP should focus more on exchange of country experiences; No	
	2	Which name is more appropriate for the Development Partners' Task Team, given the nature of its functions?		
		a) Development Partners' Task Team (as is currently) [DPTT]	X	
		b) Development Partners' Coordination Group [DPCG]	XXXXXXXXXX	
	3	Given the role and activities undertaken by the CAADP Partnership Platform, which name better suits its functions?		
		a) CAADP Partnership Platform (as is currently) [CAADP PP]	x (retain); x (maintain brand)	
		b) CAADP Partners' Forum [CAADP PF]	X	
		c) CAADP Forum	XXXXXXXX	
VII		List at least 3 key areas or issues that the CAADP Partnership should focus on in 2016	<ol style="list-style-type: none"> 1) Implementation of NAFSIPs 2) Financing of implementation of NAFSIPs 3) Strengthening of capacities of stakeholders, national stakeholders in biennial review; capacities of RECs for effectiveness 4) Lobbying for political support for CAADP at country level 5) Accountability 6) Communication and information sharing 7) Advocacy and strengthening of partnership 8) Reporting on implementation of programs 9) Monitoring and results 10) Resource mobilization 11) Consortium of funding agencies (donors, banks, etc) 12) Strengthening of support of vulnerable groups (women, youth, elderly and disable people) 13) Participation of parliaments/parliamentarians 14) Mobilisation of relevant partners 15) Implementation at country level 16) Mainstreaming of the S3A as an instrument for the 3AGT 17) Focus on implementation and quick wins 	

		<ul style="list-style-type: none"> 18) Focus on measuring progress (track results) 19) Strengthen Mutual Accountability processes in advance of the Biannual Review in 2017 20) Clarify and socialize the roles and functions of the CAADP work streams so that all stakeholders understand how to support country implementation of Malabo under CAADP framework 21) Facilitate stronger and more systematic engagement of non-state actors /CNC/private sector in CAADP implementation at country level 22) Partnership structure needs to demonstrate result. Thus far, there is no convincing evidence of impact of the platforms 23) Trade and agribusiness (value chain development) 24) Governance, land rights and cooperatives (particularly for women) 25) Production patterns and job creation 26) Reach consensus on actions needed at continental level 27) Develop work stream TORs 28) Reach consensus on roles of the platforms under Malabo 29) Climate smart agriculture, implications of Paris, COP 16 30) Financing the implementation of the Malabo Agenda 31) Policy changes in response to the Malabo declaration 32) Climate Change 33) Delivery for results 34) M&E 35) Effective implementation strategy 36) Women and youth 37) Policy and program coherence among CAADP institutions/pillars 	
VII I	Other Comments or Observations		
	<p>Other comments:</p> <ul style="list-style-type: none"> 1) I have limited knowledge of these platforms and the work that they do. 2) I would suggest that these platforms are popularised at national level before a decision is made about their relevance or usefulness. 3) It is time to focus more attention on speedy implementation of CAADP at national and regional levels (focussing on the RECs). 4) Partnership involves collaboration, accountability, information sharing and networking. These should be taken into account in the reform of the architecture 5) The cost of organizing meetings of platforms could be more productively used in supporting real agricultural activities at country level 6) Engage other stakeholders such as farmers unions 		

- | | | |
|--|---|--|
| | <ol style="list-style-type: none"> 7) Raising awareness is a process. NEPAD Agency must continue to educate and inform higher authorities of countries and members of the African Union on CAADP and Malabo Declaration 8) Provide support to multi-sectoral CAADP Country Teams at country level 9) NEPAD Agency should inform all countries of existing platforms and involve all countries in meetings organized by these platforms. We feel that there are countries that are privileged as they participate in all meetings organized by NEPAD Agency. 10) NEPAD should be impartial in carrying out its activities. The privileges granted to countries where nationals work for NEPAD should stop because this is risky and could tarnish the institution's image. 11) The DPTT should be renamed to more accurately reflect its function as a coordination body. Its functions should remain largely the same, though it may not need to meet with such regularity. The purpose and remit of the Business Meeting is not well understood amongst most CAADP stakeholders and it should be clarified what happens at that meeting. It seems like most of the work of the business meeting should be done as regular coordination between AUC-DREA and NPCA, and perhaps once per year a joint retreat could be held between DREA, NPCA and the development partners. 12) The Partnership Platform remains the most important annual gathering on the continent for reviewing progress against the Malabo targets, sharing information and best practice, and for stakeholders to hold important side meetings. Moving forward, it should be more practically oriented, perhaps by using the work streams to frame the sessions and discussions. The most productive and useful PP was the one two years ago in Durban in which work streams spent significant time in side sessions drafting what became the Malabo commitments. This practical, working meeting approach could be replicated with a focus on mutual accountability and prep for the biannual review. 13) CAADP should greatly improve its outreach, networking and knowledge exchange. It is very hard to follow CAADP if one does not go pro-actively into engaging with partners like NPCA. 14) CAADP is often “forgotten” and rarely mentioned in global fora, conferences 15) DPTT turned itself into a separate group. Its outcomes are not really helpful to CAADP/NPCA. 16) Current coordination mechanisms of CAADP need to evolve into mechanisms that support country engagement with CAADP and Malabo Declaration. | |
|--|---|--|

Based on the SWOT analyses and the findings from the stakeholder survey, this review makes the following observations and proposals in respect of the existing Partnership Architecture.

III.3 Observations, Challenges and Improvement Opportunities

III.3.1 Observations: The current partnership structure was aptly conceived, has been relevant and has made significant impact on the development of systems, processes, procedures and practices required for the launch of implementation of CAADP. It contributed substantially to the emergence of CAADP as a brand that is today widely recognized across the continent and the development partners' community. To this end, the Partnership Architecture, as a structure, has been a success. At the individual component level, the performance however varied. So too is the level of success. While the CAADP Partnership Platform was very successful in creating visibility and sensitizing stakeholders, the Development Partners Task Team (DPTT) was faced with considerable operational challenges. The Business Meetings and Work Streams were not very visible.

While the structure contributed immensely to implementation frameworks and arrangements, its concrete impact in translating these into measurable impact on agricultural investment through the implementation of NAFSIPs and anticipating the direction that Malabo commitments brought about, is not measurable. CAADP needs a theory of change, a visioning process for strategy adjustment and increased focus on implementation of the investment programs. It is time to talk less and do more, if concrete results are to be achieved.

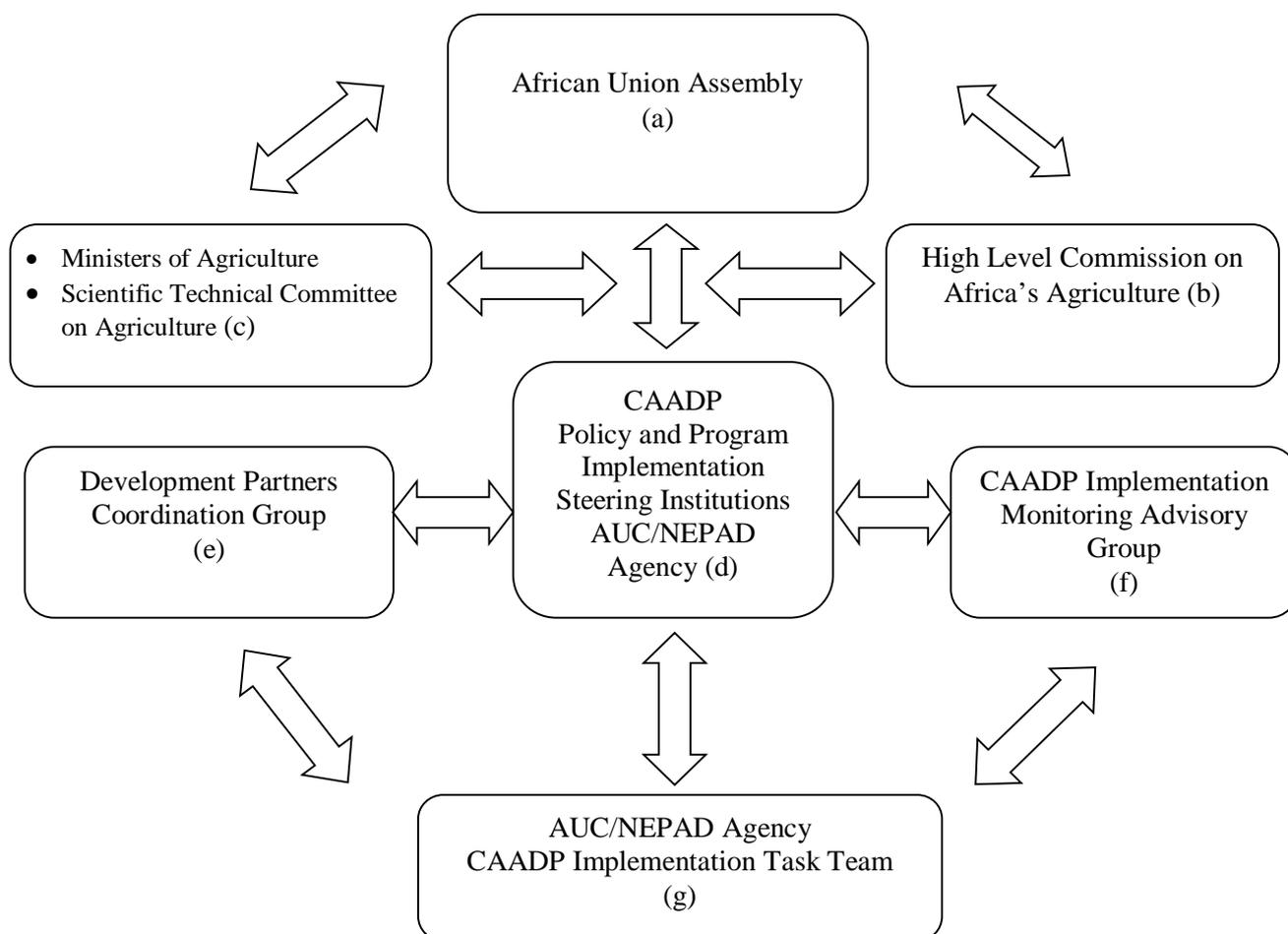
III.3.2 Challenges and Improvement Opportunities of Present Structure: These vary across the four components of the Architecture. Generally, however, the challenges include:

- 1) Absence of theories of change behind each structure to define the outcomes pathway of what they seek to achieve other than indications in their terms of references.
- 2) Voluntary nature of participation
- 3) Need for institutional authority of participants
- 4) Not yet an effective instrument for joint planning and accountability for results.
- 5) Non-binding nature of Meeting decisions
- 6) Need to focus on the implementation of the NAFSIPs

III.4 Proposal on Review of Architecture

Guided by the findings from the SWOT analyses and survey findings, this review proposes the following in respect of the CAADP Partnership Architecture:

Fig 2: ELEMENTS OF PROPOSED PARTNERSHIP STRUCTURE AND RELATIONSHIPS



III.4.1. CAADP Partnership Platform

The CAADP PP is a flagship forum of the AUC and NEPAD Agency. Its establishment has greatly facilitated reflections on and development of key operational documents and processes for CAADP implementation. It has played a valuable role in sensitization and mobilization of a broad spectrum of stakeholders in support of CAADP as a strategy and brand. The platform has become a distinguishing feature of CAADP and most stakeholders look forward to participation in its activities. Attendance has grown from about 150 during the 5th CAADP PP to more than 650 participants at the 10th CAADP PP, which coincided with first decade of CAADP implementation. Since then, however, participation has declined to 400 that attended the 12th CAADP PP on 25-26 March 2015¹⁴.

¹⁴ This contrasts with the 600 participants who attended the 5th African Green Revolution Forum over the period 29th September – 2nd October 2015 (though 200 of these were from the host country, Kenya). The 5th AGRF also

With CAADP by conception and design being a partnership agenda, the CAADP PP is strongly recommended for retention as part of the CAADP Partnership Architecture. Yet it should not be the norm for it to be the key driver of the CAADP implementation process. Technical reviews and visioning of strategy adjustments and development of operations guidelines should be institutionalized processes for which capacity should be built in NEPAD Agency and the AUC.

However, having gone through a decade of implementation, the CAADP strategy is in a new phase. The Malabo commitments provide the vision for CAADP implementation for the next decade, 2014-2024. CAADP now has to shift from processes to concrete implementation of NAFSIPs, ensuring country and regional level stakeholders' engagement generate desired investment resources for NAFSIPs programs.

Guided by the findings from the SWOT analysis and survey findings, this review proposes the following in respect of the CAADP Partnership Platform:

- 1) The Forum should be retained in the new CAADP Partnership Architecture and classified under the category “**CAADP Implementation Monitoring Advisory Group**”. It is essentially about reviewing progress and offering technical inputs for strategy and program implementation, monitoring and evaluation.
- 2) It could be called the **CAADP Forum**, as CAADP should after a decade be transiting from partnership development to partners engagement.

In terms of its objectives and focus, these could be to:

- 1) Serve as a multi-stakeholder forum for information and knowledge sharing through the review of progress in the implementation of CAADP – continental status report, regional performance and country level implementation of NAFSIPs – with a view to bringing all stakeholders up to date on policy, strategy and implementation issues.
- 2) Function as a mechanism for mobilizing broad stakeholders' support for policies, strategies, programs and implementation guidelines and entry point for support for countries' agricultural development strategies and investment plans.
- 3) Serve as a stakeholder consultative platform for harvesting ideas on policy direction, strategic orientation, operations guidelines and program reforms as well as for validation of major operational strategies and implementation arrangements and guidelines.
- 4) Serve as a platform for proposing stakeholders-led adjustments on strategies, frameworks and policies to implementation steering institutions (AUC and NEPAD Agency) and possible further consideration of the AU Assembly of Heads of State and Government.
- 5) Serve as an instrument for setting agendas for other structures in the CAADP Partnership Architecture.

As a Forum, CAADP PP will be expected to have elements, which consist of the following, among others:

deliberated on Malabo commitments and committed to supporting implementation at country level, measuring, tracking and reporting progress being made against set goals.

(d) Focus of Activities

- xi. Considering status and progress reports on:
 1. Feedback from implementation of preceding reports and communiqué of last meeting
 2. Country and regional level implementation of NAFSIPs
 3. Level of development partners commitments and disbursements
 4. Level of national commitments
 5. Capacity development
 6. Technical support to countries
- xii. Alignment across all frameworks: CAADP phase II, 3AGT, Agenda 2063, SDGs 2030, agricultural STI under STISA 2024 and S3A
- xiii. Endorsing status report for presentation to the Assembly of the Heads of State and Government
- xiv. Reviewing major proposals from country level work streams
- xv. Reviewing synthesized country implementation challenges
- xvi. Sharing innovations and replicable practices
- xvii. Forward looking review of strategic policy and implementation issues
- xviii. Determining agendas for institutions-based work streams
- xix. Constituting task teams to address specific issues
- xx. Sharing information and updates

(e) Operational Modality

- xi. The Forum's outputs should consist of full reports with recommendations submitted to the NEPAD/CAADP Secretariat (joint AUC-NEPAD Agency CAADP team) for processing.
- xii. To be co-chaired by AUC, NEPAD Agency and DP TT Chairperson
- xiii. Frequency of meeting to be reduced over time.

(f) Activities to Relinquish

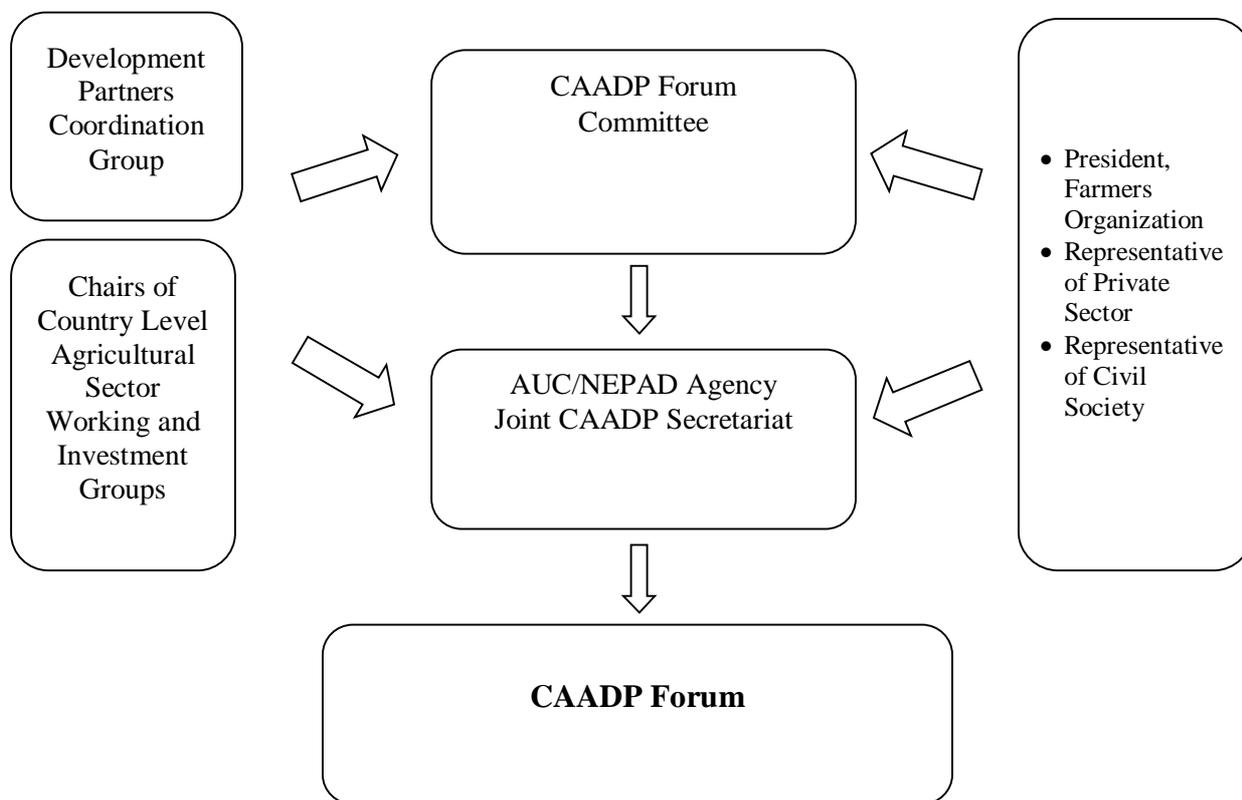
- xiv. Business Meeting:
 1. Priority setting, implementation planning and delivery requirements and strategy are operational matters that NEPAD/CAADP secretariat should be capacitated to handle. See proposal on creation of NEPAD CAADP Division at NEPAD Agency.
 2. Work plan and assistance coordination in line with set priorities should be transferred to the DPTT.
 3. Progress reviews, accountability for results, among others, should be presented and discussed at the level of the Forum.
 4. In essence, the activities of the continental business meeting need not continue as they are. These should be assigned between NEPAD CAADP Secretariat, the DPTT and the CAADP Forum. More technical implementation related responsibilities should be undertaken by NEPAD CAADP Secretariat rather than by platforms. The BM should focus more on mobilizing investment resources for the implementation of the NAFSIPs – activities that concretely deliver results that meet set productivity, food and nutrition targets.

The operation of the Forum should be guided by the following:

- 1) It should be convened annually over the next five years: 2016-2020
- 2) From 2021, the Forum should be held biennially up to 2025, which marks the milestone for the eradication of hunger and food insecurity under Aspiration 1 of Agenda 2063.
- 3) From 2026, it should be organized once every three (3) years
- 4) It should be co-chaired by AUC, NEPAD Agency and the Chair of the Development Partners Consultative Group
- 5) Participants should be limited to at least Director-level or equivalent position with some measure of institutional authority
- 6) Participants below the level of Director will only attend in observer status
- 7) Countries will take turn to host the annual Forum
- 8) Outputs of the Forum will consist of a Communiqué jointly signed by the Co-Chairs and a detailed report of proceedings and recommendations for actioning by the coordinating policy institutions – AUC and NEPAD Agency.
- 9) The agenda of the annual meeting and organization will be proposed by a Forum Committee in consultation with Chairs of Country Level ASWIGs and members of the Development Partners Consultative Group. The membership of the Committee will consist of the following:
 - a) AUC
 - b) NEPAD Agency
 - c) Chairs of the Regional Agricultural Sector Working and Investment Groups
 - d) Chair of the Development Partners Consultative Group
 - e) President of Farmers Organization (continental)
 - f) A representative of the private sector (continental)
 - g) A representative of civil society (continental)

The activities of the CAADP Business Meeting should be integrated into the main agenda of the Forum. The Business Meetings should now be about implementation of NAFSIPs – mobilization of investments. In line with the principle of subsidiarity, the Business Meetings will best be organized at the country level at which they have better value added. This should preferably be the responsibility of the countries and RECs through their Agricultural Sector Working and Investment Groups.

Fig. 3: Proposed CAADP Forum



III.4.2. CAADP Development Partners Task Team

The DPTT is a very important and relevant structure in the CAADP Partnership Architecture. Cooperating partners need a platform on which to engage and align their support to CAADP at all levels – continental, regional and country. This review also strongly endorses the continuation of this structure in the Architecture. At conception, it was designed to provide a platform for development partners to coordinate and align their support, share information and adopt common principles and practices in CAADP implementation at continental, regional and country levels. A total of 22 institutions are currently active participants in the task team. Conceptually, the DPTT makes considerable sense and has direct bearing on CAADP implementation arrangements. Operationally, however, the performance has considerably been below expectations. A recent report found it largely ineffective¹⁵. Some of its shortcomings include the following, among others:

¹⁵ EU, Technical and Analytical Assistance Support to the EC as Chair of the CAADP Development Partners’ Task Team, Final Report, July 2013-April 2015

- 9) Failure of the DPTT to emerge as a representative organ of development partners supporting CAADP.
- 10) Absence of commonly agreed operational principles, guidelines and procedures for the members.
- 11) Non-acceptance of its work plan by DPTT members as an operations programming tool for CAADP-supporting development partners activities.
- 12) Failure of DPTT members to act on commonly agreed activities and processes at DPTT meetings, thus rendering such agreements of little or no significant value.
- 13) Existence of a perceptible sense of disenchantment with the DPTT by African policy institutions overseeing CAADP implementation. After active participation in the organization of the 9th and 10th CAADP Business Meetings, the DPTT was not invited to play similar role in subsequent meetings. It has also stopped being invited to co-chair such events.
- 14) Officials who participate in the activities of the DPTT are relatively junior staff without institutional authority to make decisions and operational commitments.
- 15) Information is inadequately shared. Some members of the DPTT are not aware of each other's interventions in support of CAADP implementation at country, regional and continental levels.
- 16) Poor coordination among DPTT members' activities. Members oftentimes act without consulting each other, with the result that sometimes parallel and competing programs are developed thus undermining the need for coordinated actions that CAADP implementation needs.

These and other challenges facing the DPTT are strong pointers to its weakness, which potentially undermined its effectiveness. The difficulty of getting a chair to take over from the EU was also a reflection of weak enthusiasm and commitment by its members. In essence, the DPTT has thus far not been very successful operationally.

For the DPTT to function effectively and take up expected responsibilities, it has to be reformed. Aspects of the reform that Germany Chairmanship will need to undertake will include:

- 13) Launching a process of securing high level commitment to the concept of the DPTT; principles, guidelines and procedures for its operation; mode of engagement; operational modality; and accountability for results. It is better to have a few members who subscribe to its principles and are willing to coordinate their interventions and undertake joint programming, rather than a large non-functional and discordant group.
- 14) Ensuring the DPTT ultimately becomes the official representative of donors supporting CAADP. This will need to be endorsed by the AUC and NEPAD Agency. In any case, such a status will have to be earned by the group through the success of its operation. This will be an evolutionary process that cannot be dictated.
- 15) Requesting institutions to officially designate representatives to the group based on set criteria.
- 16) Insisting officials representing institutions should be those with authority to make decisions and commitments and should therefore occupy positions that are commensurate with this level of responsibility and mandate.
- 17) Reforming and limiting membership to development partners who provide financial and technical resources¹⁶.

¹⁶ Thus, for instance, ReSAKSS may not be a member of the DPTT.

- 18) Pursuing formal recognition of the DPTT as a structure in the development partner institution's system as a major channel through which its support will be provided for CAADP implementation.
- 19) Connecting the body closely with CAADP implementation steering institutions, AUC and NEPAD Agency, and using the JST Secretariat for the organization of its activities. Unlike in the past, the DPTT should step up accountable relationship with these key policy institutions on the continent. It will also not be advisable for the DPTT Secretariat to be moving along with the Chair. The incumbent Chair should simply appoint a DPTT Coordinator who will be seconded to the JST Secretariat to manage the activities of the DPTT during the tenure of the Chair. This will allow for effective and efficient administrative and operational processes. The Coordinator will report to the Chair.
- 20) Developing and regularly updating a full database of all members' support to CAADP at all levels – country, regional and continental. This database should be accessible to all members for planning and monitoring purposes. The Coordinator with the assistance of the JST should develop a full database
- 21) Establishing a practice by which the DPTT reaches a common position on issues, processes and procedures; speaking with one voice; and supporting common programs to maximize impact.
- 22) Developing work plans based on joint programming of interventions, pooled funding and joint reviews, even if this has to be from a modest start.
- 23) Working closely with NEPAD Agency as well as country and regional Agricultural Sector Working and Investment Groups in supporting country and regional level operations.
- 24) Mounting a vigorous drive should to grow membership and bring onboard major Non-DPTT members like the BRICS block.

Guided by the foregoing, this review proposes the following adjustment to the DPTT, in addition to the implementation of the reform-supporting measures:

9. The CAADP Development Partners Task Team (DPTT) should be transformed to a **Development Partners Coordination Group (DPCG)**.
10. The non-Charter should serve as operating guidelines and should be respected by all members.
11. It should focus on mobilizing resources for CAADP implementation, encouraging gradual emergence of joint programming of interventions and strengthening of institutional capacity. It should, in essence, go beyond process and administrative matters.
12. The primary entry point for the DPCG in its assistance to CAADP implementation should be through the AUC and NEPAD Agency. It should also have direct engagement with other continental and regional CAADP-supporting organizations, especially in the strengthening of implementation capacity and programs of such institutions (e.g., former Pillar Institutions, RECs and Regional Agricultural Sector and Investment Working Groups and country-level CAADP structure and processes).
13. The DPTT was apparently not accountable to any structure in the CAADP Partnership Architecture. This will need to change for mutual accountability for results. The DPCG should account for results through the two oversight institutions for CAADP, AUC and NEPAD Agency, which two institutions constitute the CAADP Joint Implementation Team.
14. The DPCG should have a presence in the following structures and activities:

- a. The CAADP Forum Organizing Committee
 - b. Participation in, and presentation of, progress report to the CAADP Forum. To serve as one of the co-chairs of the Forum.
 - c. Participation in High Level Cooperating Partners Meeting (Business meetings) at country and regional levels.
 - d. High level meetings organized by former Pillar Institutions and key regional and continental institutions overseeing implementation of agricultural STI interventions through STISA 2024, Agenda 2063 and SDGs 2030.
15. The DPCG should explore the possibility of a special administrative budget funded by members to support its annual work program and Secretariat activities. This should not be left to the development partner chairing the group and voluntary contributions by members for activities.
 16. The DPCG should explore the possibility of a common financing mechanism by its members in support of CAADP. A possible option is the use of the present Multi Donor Trust Fund (MDTF) managed by the World Bank. This will however require the Bank to contribute resources to the MDTF beyond serving as Trust Fund Manager and principles guiding contributions and drawdown of proceeds revised by the DPCG jointly with the Trust Fund Managers.

As a development partners coordination platform, this review proposes that the key functions of the proposed DPCG should consist of the present areas of focus of the DPTT and the following:

(d) Focus of Activities

- xv. Mobilization of financial and technical resources for the implementation of the NAFSIPs and development of agricultural innovation systems, processes, techniques and technologies that will concretely impact Africa's agriculture.
- xvi. Development of partnerships for each agricultural sub-sector and major thematic areas requiring support.
- xvii. Institutionalization of joint programming of interventions through the annual work plan.
- xviii. Development of pooled financing arrangements.
- xix. Alignment of support to Busan Principles of Development Effectiveness and application of indicators from the Global Partnership for Effective Development Cooperation (GPEDC) in measuring progress.
- xx. Provision of assistance to NEPAD CAADP Secretariat for the:
 5. Review of the CAADP Results Framework to include targets for Malabo commitments, Agenda 2063, SDGs 2030, agricultural STI component of STISA 2024 and S3A.
 6. Elaboration of appropriate theories of change that will link CAADP results to expected transformation in Africa's agriculture.
 7. Promotion of joint programming, joint reviews and mutual accountability
 8. Establishment of a CAADP Division with strategic planning and priority setting responsibility and to support a CAADP Implementation Results Team, among others.

(e) Objectives

In terms of objectives, the DPCG should undertake activities, which enable it to:

- vii. Mobilize financial and technical resources for the implementation of the NAFSIPs.
- viii. Coordinate development partners' support in CAADP implementation.
- ix. Institutionalize joint programming as a tool for interventions among participating development partners and common financing mechanism.
- x. Facilitate emergence of consensus and common position among development partners
- xi. Serve as a common voice for CAADP supporting development partners.
- xii. Promote dialogue with CAADP implementation steering institutions on policy, institutional and other strategic issues.

(f) Some Immediate Tasks

- vii. Facilitation of the creation of Regional ASWIG in the remaining 7 AU-recognized Regional Economic Communities.
- viii. Development of a database of who is supporting what in CAADP.
- ix. Development of an internal communication system.
- x. Facilitation of the completion of the CAADP Knowledge and Information System
- xi. Exploration of the possibility of a permanent Secretariat with accessible databases, files, documentation and formal e-mail address rather than a Google or yahoo e-mail platform.
- xii. Introduction of quarterly reporting instrument to members.

(d) What to relinquish

- iii. Focus on policy, institutional and financing dialogues.
- iv. Participation in ASWG activities should not be the focus of the DPTT.

III.4.3. CAADP Agricultural Sector Working Groups and Business Meetings

(a) CAADP Platform Business Meetings

This review does not find merit in the continuation of the Business Meetings. They duplicate activities of the CAADP Platform and the DPTT. The strategic planning and priority setting aspect of the responsibility should appropriately be undertaken by NEPAD CAADP Secretariat. This calls for the strengthening of the capacity of NEPAD Agency in the implementation of CAADP.

What constitutes a Business Meeting is technically the meeting of a select group within the CAADP PP that is charged with a focussed review of strategic issues from the CAADP PP and the planning of their delivery. It is essentially about implementation planning and delivery. While the Business Meetings at the continental level are superfluous, they are relevant at the country and regional levels which are points at which implementation takes place. Rather than Business Meetings, these platforms should be designated as High Level Investment Meetings (HiLIM) and should focus heavily on mobilization of investment resources for the implementation of the NAFSIPs.

(b) CAADP Work Streams

The AUC and NEPAD Agency should consider relinquishing the activities to country and region level implementation structures where concrete activities take place. The essence of the work streams is to provide inputs in implementation rather than focussing further on coordination and partnerships development on thematic issues. At continental level, the technical tasks should be assigned to established agricultural institutions with appropriate core competencies, as was the case with the pillar institutions. This review does not see the necessity for a continuation of the work streams at continental level.

This review expresses the view that the work streams would be better organized by established agricultural institutions on the continent with relevant mandates and competencies. Their continuation under the present Partnership Architecture should be revisited and well-placed institutions identified and mandated. The alternative is to capacitate NEPAD Agency by means of a CAADP Division that will support Results Teams for the tasks of the work streams. At the country and regional levels, the work streams should focus on implementation challenges as well as the development and multiplication of innovation systems in agriculture.

It is to this end that this review proposes that the CAADP Agricultural Sector Working Groups and Business Meetings be convened at country and regional (RECs) levels. These should be maintained at these levels in line with the principle of subsidiarity. This report supports the retention of these components of the Architecture as they play a vital role in the concrete implementation of CAADP programs. It however proposes that they be merged to form Agricultural Sector Working and Investment Group (ASWIG) and its activities carried out by countries and the RECs.

This report supports the retention of these components of the Architecture as they play a vital role in the concrete implementation of CAADP programs. It however proposes that they be merged to form Agricultural Sector Working and Investment Group (ASWIG) and its activities carried out by countries and the RECs. The following is proposed with respect to the two structures:

(i) Agricultural Sector Working and Investment Group

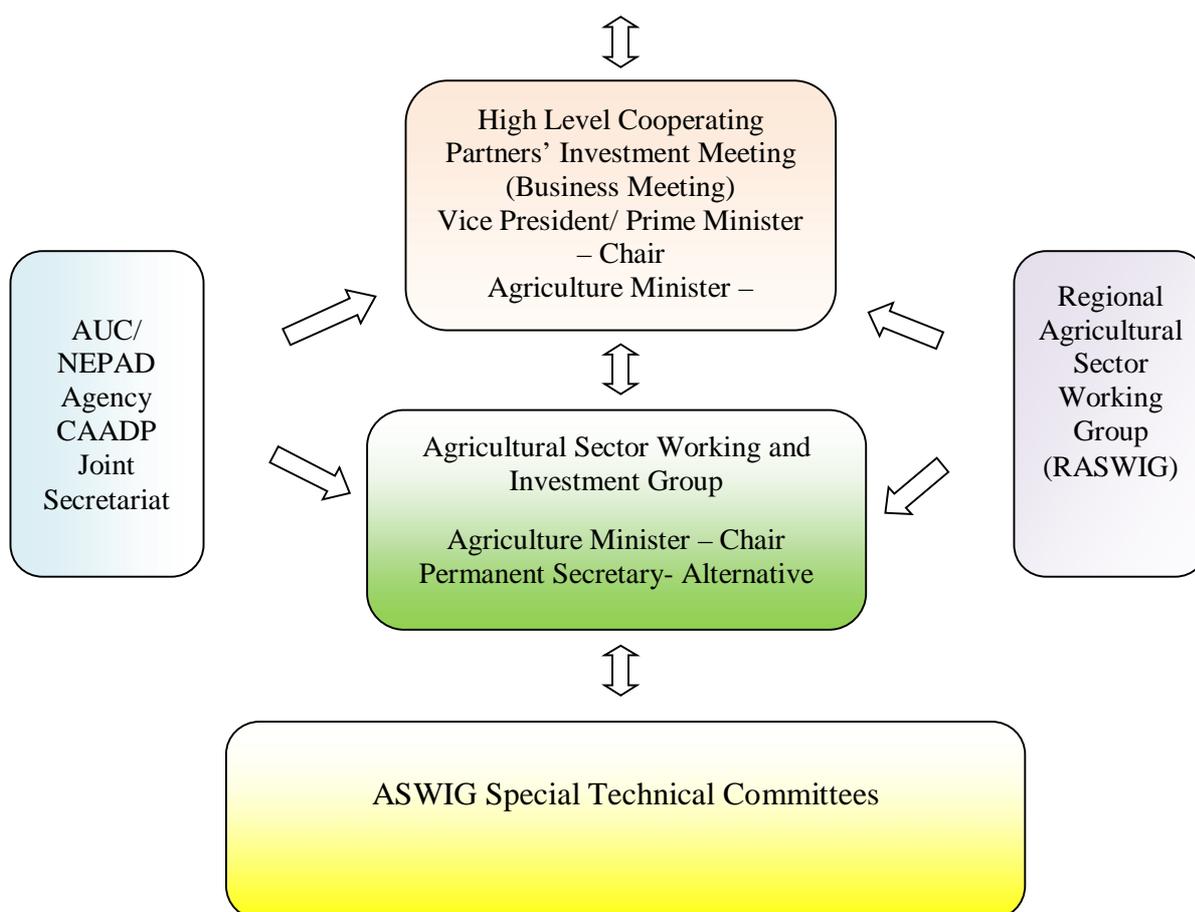
- The ASWIG should be set up at the level of the country and region (RECs)
- It should focus on CAADP implementation issues and make recommendations for addressing challenges
- The country level ASWIG should consist of two components: the Thematic Working Groups and the Business Meeting. While the Thematic Working Group will deal with operational issues, the Business Meeting will focus essentially on investment requirements of the NAFSIP.
- Membership should consist of the following institutions and representatives, among others:
 - Ministry of agriculture – Chair

- Other agriculture-related ministries and agencies
- CAADP country team
- National Agricultural Research System
- National Chamber of Agriculture
- National Farmers' Organization
- Ministry of National Planning
- Ministry of Finance
- Country level development partners, among others
- Women Empowerment Group
- Youth Development Group
- Specialized agricultural sector capacity building institutions
- Universities of agriculture
- Members should be at the level of Director or its equivalent
- The Technical component of the ASWIG should be chaired the national Minister of Agriculture, with the Permanent Secretary serving as alternate.
- The chair should attend the CAADP Partners' Forum
- The country level ASWIG should regularly interface with the Regional ASWIG to share information and experiences
- The AUC/NEPAD Agency Joint Secretariat could be observer on the ASWIG
- The ASWIG could be convened biannually with provision for special sessions.

(ii) The High-Level Cooperating Partners' Investment Meeting

- The High-Level Investment Meeting (current Business Meeting) should be a component of the country and regional level ASWIG and convened at the country and regional levels to focus on mobilizing investment resources for the programs of the NAFSIP.
- It should be a requirement for countries implementing the CAADP strategy to establish an ASWIG prior to the conclusion of their Compacts and development of the NAFSIPs.
- The Meeting should be chaired by a Country's Vice President or Prime Minister with the Agriculture Minister as alternate.
- Development partners attending the HiLIM should be represented at very senior institutional levels – Country Representatives, Country Directors and equivalent – with institutional authority to make commitments.

Fig. 4: Proposed Structure of the Country Level Agricultural Sector Working and Investment Group



IV FOCUS OF ACTIVITIES FROM 2016 ONWARDS AND PRIORITIES FOR GERMANY CHAIRMANSHIP

The areas of focus of activities in support of CAADP implementation, Malabo commitments (3AGT), Aspiration 1 of Agenda 2063, Goal 2 of the Sustainable Development Goals 2030, the agricultural STI component of the Science, Technology and Innovation Strategy for Africa (STISA) 2024 and the Science Agenda for Agriculture in Africa (S3A) are presented in the main report. Among these are the following:

IV.1 CAADP Phase II

- 1) Special focus on implementation of NAFSIPs through a NAFSIPs Implementation Plan (NIP)
- 2) CAADP Process Accelerated Action Plan (CPAAP) for the remaining 4 countries and 7 AU Recognized RECs yet to complete CAADP processes.
- 3) Special Support to 7 AU-Recognized RECs under CPAAP yet to set up Regional Agricultural Sector Working Groups
- 4) Spearheading of the Creation of a Common Fund for Africa's Agriculture (with mandatory contribution by AU Member States
- 5) Engagement of and support to AUC and NEPAD Agency on possibility of constituting a High Level Commission on Africa's Agriculture

IV.2 Malabo Declaration on 3AGT

- 1) Revision of CAADP Results Framework to include 3AGT targets
- 2) Conduct of a Matrix Analysis of 3AGT, CAADP, Agenda 2063, SDGs 2030 and STISA 2024 (for alignment and coordination of interventions as well as synchronization of reviews and reporting processes)
- 3) Support for institutional and policy reforms
- 4) Value chain promotion – agribusiness development; support to private sector promotion and smallholder farmers
- 5) Integration of appropriate climate change responses in national and regional development policies and programs
- 6) Enhancement of agriculture financing architecture

IV.3 Implementation of STISA 2024 and the Science Agenda for Agriculture in Africa (S3A)

- 1) Strengthening of working relationship between AUC/DREA, NEPAD Agency and the RECs with agricultural STI organizations such as FARA, SROs and NARS.
- 2) Creation of an Agricultural Science, Technology and Innovation Fund to support implementation of S3A and capacitate relevant organizations

IV.4 Launch of Implementation of Africa Agenda 2063

- 1) Alignment of CAADP, 3AGT and Agenda 2063 agriculture targets through a revision of CAADP Results Framework.

IV.5 Launch of Implementation of SDGs 2030

- 1) Revision of CAADP Results Framework to incorporate SDGs agriculture targets.
- 2) Production of a Matrix Analysis of CAADP, 3AGT, Agenda 2063, SDGs 2030, STISA 2024 and S3A
- 3) Mapping of ongoing development partners' support to all frameworks at country, regional and continental levels to provide for harmonization and alignment.

IV.6 Enhanced and Focused Capacity Development

- 1) Development of CAADP II integrated capacity development program to revitalize institutions for implementation of CAADP II focus, 3AGT, agriculture component of Agenda 2063, SDGs related goals, agricultural STI component of STISA and S3A.
 - a. JST capacity
 - b. RECs
 - c. Other implementing organizations
- 2) Special STI-Application capacity building program

IV.7 Support for Climate-Smart Agriculture

- 1) Support for research into climate responsive agriculture and food systems.
- 2) Support for policies and programs that encourage climate-smart (sustainable and climate-resilient) agricultural practices
- 3) Women and youth empowerment programs

IV.8 Strengthening of capacity for visioning of suitable approaches or models for Africa's agriculture

- 1) Vigorous implementation of agricultural STI interventions – S3A and STISA 2024:
- 2) Strengthening of extension services organizations

IV.9 Promotion of emergence of world-class agricultural research institutes and universities with a focus on innovations

Interventions towards achieving CAADP objective of transforming Africa into a global player in agricultural STI

- 1) Support for agricultural STI capacity development
- 2) Support to regional and continental agricultural research organizations
- 3) Support for implementation of agricultural STI interventions – S3A and STISA 2024:

IV.10 Upgrade of institutional means of implementation of CAADP II 2014-2024

- 1) Support for the creation of a CAADP Division in NEPAD Agency
- 2) Exploration of possibility of eventually transforming CAADP Division to a semi-autonomous Agency for Agricultural Transformation, Innovation and Investment in Africa

Annex I summarizes developments in the agricultural sector and emerging potential priority areas that the partnership and Germany Chairmanship could focus on from 2016 onwards.

V CONCLUSION

In conclusion, the current partnership structure was aptly conceived, has been relevant and has made significant impact on the development of systems, processes, procedures and practices required for the launch of implementation of CAADP. It contributed substantially to the emergence of CAADP as a brand that is today widely recognized across the continent and the development partners' community. To this end, the Partnership Architecture, as a structure, has been a success. At the individual component level, the performance however

varied. So too is the level of success. While the structure contributed immensely to implementation frameworks and arrangements, its concrete impact in translating these into measurable impact on agricultural investment through the implementation of NAFSIPs and anticipating the direction that Malabo commitments brought about, is not measurable. CAADP needs a theory or theories of change, a visioning process for strategy adjustment and increased focus on implementation of the investment programs. It is time to talk less and do more, if concrete results are to be achieved.

The CAADP Partnership Architecture should be streamlined to consist of a **CAADP Forum** and a **CAADP Development Partners Coordination Forum** at the continental level and **Agricultural Sector Working and Investment Group (ASWIG)** at the country and regional levels. The ASWIG should consist of the **Technical Working Groups** (Work Streams) and a **High Level Investment Meeting (HiLIM)**. A biennial continental **Agricultural Investment Financing Indaba** could also be explored. The level at which stakeholders are represented in these structures is critical to their effectiveness. This should be at the level of Directors or their equivalents. Appropriate theories of change should be developed to link the results of these structures to CAADP goals and facilitate the monitoring of their performance in the achievement of set goals.

Priorities for the second phase of CAADP, 2014-2020 should pay considerably more attention to mobilization of investment resources for the implementation of the NAFSIPs. The Development Partners Coordination Forum should do more and explore joint programming in its support. While focus on Malabo commitments is critical, as these essentially define CAADP next decade, the link with Agenda 2063, SDGs 2030, STISA 2024 and the implementation of the Science Agenda for Agriculture in Africa should be taken into account in the revision of the CAADP Results Framework.

The CAADP Program at NEPAD Agency should be upgraded to a Division level responsibility and eventually transformed to a semi-autonomous **African Centre for Agricultural Transformation, Innovation and Investment** to take full technical responsibility for CAADP and future agricultural development strategies. A new strategy will need to be developed by the end of the second decade of CAADP, 2014-2024. Agriculture is at the heart of Africa's development. Effective institutional capacities are need for effective management of the strategy. It is too important for it to be managed simply as a program at NEPAD Agency. The Platforms cannot continue to serve as the means for articulating ideas and managing processes. These should be appropriately institutionalized and capacity built in NEPAD Agency and AUC to deliver on such responsibility.

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Table 5: DEVELOPMENTS IN AGRICULTURE, FOCUS OF INTERVENTIONS AND PRIOTIY AREAS FOR GERMANY CHAIRMANSHIP

No.	Developments in Agriculture Context since the first decade of CAADP	Proposed Focus of Interventions 2016-Onward	Process Leaders	Priority Areas for Germany Chairmanship
1	CAADP Phase II	<ol style="list-style-type: none"> 1) Special focus on implementation of NAFSIPs through a NAFSIPs Implementation Plan (NIP) 2) CAADP Process Accelerated Action Plan (CPAAP) for the remaining 4 countries and 3 RECs yet to complete CAADP processes. 3) Special Support to RECs under CPAAP yet to set up Regional Agricultural Sector Working Groups 4) Spearheading of the Creation of a Common Fund for Africa’s Agriculture (with mandatory contribution by AU Member States) 	<ol style="list-style-type: none"> 1) JST & ASWGs 2) JST & DPTT 3) DPTT 4) DPTT & JST 	<ul style="list-style-type: none"> • Support to AUC and NEPAD Agency in development of NAFSIPs Implementation Plan and CAADP Process Accelerated Action Plan • Establishment of Regional Agricultural Sector Working Groups in the remaining 7-AU Recognized RECs: UMA, COMESA, CEN-SAD, EAC, ECCAS, IGAD and SADC • Engagement of and support to AUC and NEPAD Agency on possibility of the creating of a Common Fund for Africa’s Agriculture • Engagement of and support to AUC and NEPAD Agency on possibility of constituting a High Level Commission on Africa’s Agriculture
2	Adoption of the Malabo Declaration on 3AGT	<ul style="list-style-type: none"> • Revision of CAADP Results Framework to include 3AGT targets • Conduct of a Matrix Analysis of 3AGT, CAADP, Agenda 2063, SDGs 2030 and STISA 2024 (for alignment and coordination of interventions as well as synchronization of reviews and reporting processes) • Support for institutional and policy reforms • Value chain promotion – agribusiness development; support to private sector 	<ul style="list-style-type: none"> • JST & ASWGs • JST & DPTT 	<ul style="list-style-type: none"> • Support to AUC and NEPAD Agency in the revision of the CAADP Results Framework to include 3AGT targets • Food and Nutrition Security to achieve 3AGT 2025 target, Aspiration 1 of Agenda 2063, and Goal 2 of SDGs 2030. • Enhancing resilience to climate change

		<p>promotion and smallholder farmers</p> <ul style="list-style-type: none"> • Integration of appropriate climate change responses in national and regional development policies and programs • Enhancement of agriculture financing architecture 		
3	Adoption and Implementation of STISA 2024 and the Science Agenda for Agriculture in Africa (S3A)	<ul style="list-style-type: none"> • Strengthening of working relationship between AUC/DREA, NEPAD Agency and the RECs with agricultural STI organizations such as FARA, SROs and NARS. • Creation of an Agricultural Science, Technology and Innovation Fund to support implementation of S3A and capacitate relevant organizations. 	<ul style="list-style-type: none"> • JST • DPTT & JST 	<ul style="list-style-type: none"> • Engagement of AUC and NEPAD Agency on Creation of an Agricultural Science, Technology and Innovation Fund to support implementation of S3A and capacitate relevant organizations • Support to research and innovation programs
4	Adoption and Launch of Implementation of Africa Agenda 2063	<ul style="list-style-type: none"> • Alignment of CAADP, 3AGT and Agenda 2063 agriculture targets through a revision of CAADP Results Framework. 	<ul style="list-style-type: none"> • JST & ASWGs 	<ul style="list-style-type: none"> • Facilitation of revision of CAADP Results Framework to include targets for 3AGT and align with Agenda 2063 Aspirations
5	Launch of UN SDGs 2030	<ul style="list-style-type: none"> • Revision of CAADP Results Framework to incorporate SDGs agriculture targets. • Production of a Matrix Analysis of CAADP, 3AGT, Agenda 2063, SDGs 2030, STISA 2024 and S3A • Mapping of ongoing development partners' support to all frameworks at country, regional and continental levels to provide for harmonization and alignment. 	<ul style="list-style-type: none"> • JST & ASWGs • JST & DPTT • DPTT & JST 	<ul style="list-style-type: none"> • Mapping of ongoing development partners' support to all frameworks at country, regional and continental levels to provide for harmonization and alignment.
6	<p>Need for Enhanced and Focused Capacity Development:</p> <ul style="list-style-type: none"> • Implementing institutions. • Capacity for STI-based solutions to 	<ul style="list-style-type: none"> • Development of CAADP II integrated capacity development program to revitalize institutions for implementation of CAADP II focus, 3AGT, agriculture component of Agenda 2063, SDGs related goals, agricultural STI component of STISA and 	<ul style="list-style-type: none"> • JST & DPTT • JST & DPTT 	<ul style="list-style-type: none"> • Support to NEPAD Agency for development of an integrated capacity building program for 3AGT, first decade of Agenda 2063 and SDGs 2030 Goal 2 • Facilitation of development and

	productivity	<p>S3A.</p> <ul style="list-style-type: none"> ○ JST capacity ○ RECs ○ Other implementing organizations ● Special STI-Application capacity building program 		<p>implementation of agricultural STI capacity building program</p> <ul style="list-style-type: none"> ● Strengthening of capacities of CAADP institutions – NEPAD Agency and AUC to provide technical support to countries in implementation of Malabo commitment targets
7	<p>Critical Importance of Support for Climate-Smart Agriculture:</p> <ul style="list-style-type: none"> ● Research ● Policy ● Programs 	<ul style="list-style-type: none"> ● Support for research into climate responsive agriculture and food systems. ● Support for policies and programs that encourage climate-smart (sustainable and climate-resilient) agricultural practices ● Support for women and youth empowerment programs 	<ul style="list-style-type: none"> ● DPTT ● DPTT 	<ul style="list-style-type: none"> ● Support for research into climate responsive agriculture and food systems. ● Support for policies and programs that encourage climate-smart (sustainable and climate-resilient) agricultural practices ● Women and youth empowerment programs
8	<p>Desirability of capacity for visioning of suitable approaches or models for Africa’s agriculture to meet current and future food and cash crops demand, cropping systems, use of fertilizers and pesticides and optimal combination of smallholders and industrial agricultural systems</p>	<ul style="list-style-type: none"> ● Strengthening of institutions and processes for visioning transformation in Africa’s agriculture and successor strategy to CAADP 	<ul style="list-style-type: none"> ● JST, ASWGs & DPTT 	<ul style="list-style-type: none"> ● Support to regional and continental agricultural research organizations
9	<p>Importance of research into the effect of rising temperatures on crop yields and challenge for food security by 2030</p>	<ul style="list-style-type: none"> ● Support to regional and continental agricultural research organizations to keep abreast of developments and propose STI-based responses for farming practices ● Support for agricultural STI systems 	<ul style="list-style-type: none"> ● DPTT & JST 	<ul style="list-style-type: none"> ● Support to regional and continental agricultural research organizations to keep abreast of developments and propose STI-based responses for farming practices ● Support for agricultural STI systems
10	<p>Need for response to the challenge of decreasing crop yield vis-à-vis growing population, which is likely to result in only</p>	<ul style="list-style-type: none"> ● Vigorous implementation of agricultural STI interventions – S3A and STISA 2024: <ul style="list-style-type: none"> ○ Institutions ○ Programs 	<ul style="list-style-type: none"> ● DPTT & JST 	<ul style="list-style-type: none"> ● Support for implementation of agricultural STI interventions – S3A and STISA 2024: <ul style="list-style-type: none"> ○ Institutions

	13% of food needs being met by 2050 on the continent			<ul style="list-style-type: none"> ○ Programs
11	Support for the development of sustainable agricultural practices for smallholder farmers to move away from slash and burn cultivation practices and heavy reliance on the use of fertilizers.	<ul style="list-style-type: none"> • Vigorous implementation of agricultural STI interventions – S3A and STISA 2024: <ul style="list-style-type: none"> ○ Institutions ○ Programs • Strengthening of extension services organizations 	<ul style="list-style-type: none"> • DPTT & JST 	<ul style="list-style-type: none"> • Support for implementation of agricultural STI interventions – S3A and STISA 2024: <ul style="list-style-type: none"> ○ Institutions ○ Programs
12	Response to agriculture infrastructure challenge, especially irrigation infrastructure	<ul style="list-style-type: none"> • Strengthening of interventions in rural infrastructure development • Investment in irrigation infrastructure development 	<ul style="list-style-type: none"> • ASWGs, DPTT & JST 	<ul style="list-style-type: none"> • Support for investment in irrigation infrastructure development within the context of NAFSIPs Implementation Plan
13	Necessity for promotion of emergence of world-class agricultural research institutes and universities with a focus on innovations	<ul style="list-style-type: none"> • Interventions towards achieving CAADP objective of transforming Africa into a global player in agricultural STI 	<ul style="list-style-type: none"> • ASWGs, DPTT & JST 	<ul style="list-style-type: none"> • Support for agricultural STI capacity development • Support to regional and continental agricultural research organizations
14	Need to upgrade institutional means of implementation of CAADP II 2014-2024	<ul style="list-style-type: none"> • Capacitating NEPAD Agency to effectively implement CAADP and lead reviews of the strategy 	<ul style="list-style-type: none"> • NEPAD Agency & DPTT 	<ul style="list-style-type: none"> • Support for the creation of a CAADP Division in NEPAD Agency • Lead reflection for the eventual establishment of a semi-autonomous Agency for Agricultural Transformation, Innovation and Investment within NPCA

Annex II: List of Stakeholders Consulted and Respondents to Survey Instrument

1. Dr. Ibrahim Assane Mayaki, CEO, NEPAD Planning and Coordinating Agency, Midrand, South Africa
2. Mrs. Estherine Fotabong, Director, Program Implementation and Cooperation Directorate, NEPAD Planning and Coordinating Agency, Midrand, South Africa
3. Mr. Komla Bissi, DREA, African Union Commission, Addis Ababa, Ethiopia
4. Mrs. Andrea Friederichs, German Federal Ministry for Economic Cooperation and Development, Germany
5. Mr. Ousmane Djibo, Programme Manager, Support to Comprehensive Africa Agriculture Development Programme (CAADP), GIZ Office, Pretoria, South Africa
6. Dr. Heike Ostermann, Advisor to CAADP, Secretariat of Development Partners Task Team, GIZ Office, Pretoria, South Africa
7. Ms. Marie H el ene NOVAK, Policy Officer, European Commission International Cooperation and Development, Unit Food Security, Rural Development, Nutrition, Brussels, Belgium
8. Ms. Aude Sauvaget, European Commission International Cooperation and Development, Unit Food Security, Rural Development, Nutrition, Brussels, Belgium
9. Mr. Rolly Nkulu Kabange, Executive Committee Member and Chair of the Technical Committee, Forum for African Seed Testing (FAST/AUC)
10. Reinn Self, Program Officer, Agriculture, Advocacy Lead for Africa, Global Policy and Advocacy, Bill and Melinda Gates Foundation, USA
11. Mr. Willem G. Janssen, Lead Agricultural Specialist, World Bank, Washington DC, USA
12. Mr. Timothy D. Robertson, Agricultural Sector Team, World Bank, Washington DC, USA
13. Rassembaye Ngarhimdi, Chef de Service, Agriculture et D veloppement Rural & Coordinnateur du CAADP, Communaut  Economique des Etats de l'Afrique Centrale (CEEAC), Libreville au Gabon
14. Dr. Christian Mersmann, Policy Advisor, Secretariat, Global Donor Platform for Rural Development
15. Ms. Susan J. Thompson, Agriculture Team Lead (Acting) & Senior Agricultural Development Advisor, USAID Africa Bureau, Washington DC, USA
16. Sabi Oleko Serge, CAADP Focal Point, Ministry of Agriculture and Fisheries, Democratic Republic of Congo
17. Ms. Liz Kirk, Growth Advisor, Wealth Creation Team, Africa Regional Department, DFID, London, UK
18. Global Affairs, Canada – 3 responses coordinated by Ms. Pamela Nibishaka
19. Mermedah Moustache, Senior Policy Analyst, CAADP Focal Point, Ministry of Fisheries and Agriculture, Republic of Seychelles
20. Mme. Khadidjah Abdelkadar, CAADP Focal Point, Ministry of Agriculture, Tchad
21. Prof. Timothy Simalenga, Executive Director, CCARDESA, Gaborone, Botswana
22. Dr. Irene Frempong, Acting Director, FARA, Accra, Ghana
23. Dr. Abebe Haile-Gabriel, FAO Deputy Representative for Africa and Former Director, DREA, AUC
24. Mr. Ian Randall, Strategic Advisor, Grow Africa, London, UK
25. Mr. Hubert Cathala, former Technical Assistant to EC DPTT Chair, Brussels, Belgium