

NEPAD Secretariat
Agriculture Unit
Strategic Plan
2008 - 2013

CAADP

PARTNERSHIPS
IN SUPPORT
OF CAADP



New Partnership for Africa's Development (NEPAD)

Strategic Plan of the NEPAD Secretariat Agriculture Unit

2008-2013

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FOREWORD TO THE STRATEGIC PLAN

By Richard Mkandawire, NEPAD Agriculture Advisor

The Comprehensive Africa Agriculture Development Programme (CAADP) is at the heart of efforts by African governments to accelerate growth and eliminate poverty across the continent under the New Economic Partnership for African Development (NEPAD) initiative. The main goal of CAADP is to help African countries reach a higher path of economic growth through agriculture-led development that eliminates hunger, reduces poverty and food insecurity, and ensures environmental resilience. As a programme of the African Union, NEPAD – with CAADP more specifically – emanates from and is fully owned and led by African governments. Although continental in scope, the programme is an integral part of national efforts to promote agricultural sector growth and economic development.

Five years into its existence, CAADP has emerged as a key entry point for both national and international development partner support to the agricultural sector in Africa. As such, NEPAD – through the Secretariat Agriculture Unit – has begun to play a key role in harmonising development partner support around a common framework with transparency, credibility, and authority in a way that sets it apart from other regional and international organisations.

This strategic plan comes at an opportune time as the development community renews the consensus around agriculture as a key development vehicle and as issues, such as climate change, sit high on the international agenda, as evidenced by the 2008 World Development Report, the various G8 summits, and recent climate change debates. Overall there is an emerging collective political commitment from the international development community to deliver quantifiable impact and growth in the agriculture sector, particularly in Africa.

The basis of this strategic plan comes from a close examination of how the Agriculture Unit at the NEPAD Secretariat understands the progress currently being made in CAADP implementation and where we see the major bottlenecks and challenges to making much more substantial progress in 2008. From this position, and on the basis of where we see the NEPAD Secretariat's own comparative advantage, we have identified five major strategic areas around which our work programmes will be structured. These are:

- Partnership and coalition-building to link resources with agriculture investment programmes;
- Promoting the quality of CAADP implementation at regional and national levels;
- Facilitating and coordinating monitoring and evaluation of CAADP implementation;
- Managing communication and information in support of CAADP implementation and partnership; and
- Harnessing key thinking on emerging agriculture-related issues to articulate African perspectives and contribute to the evolution of the CAADP agenda.

This strategy helps focus the Agriculture Unit's work on support that will contribute directly to the above five priorities. Among other things, this will mean a more active and targeted dialogue with development partners; robust engagement with the Regional Economic Communities and national governments in support of their identified CAADP priorities; development of a coherent communication strategy; and establishment of memorandums of understanding with the pillar institutions. The overarching goal of this strategic plan, thus, is to ensure more discipline and coordination of the CAADP agenda.

A major success of CAADP has been the rich dialogue that NEPAD has generated among the African constituency and international development partners on getting agriculture back on the development agenda as a conduit for hunger and poverty reduction. This strategic plan for

the NEPAD Secretariat Agriculture Unit is, therefore, intended to strengthen the Unit's catalytic role in deepening the dialogue around CAADP and improving the enabling environment for implementation.

The future of African agriculture looks bright. We are witnessing for the first time in the history of agricultural development and cooperation in Africa a broad consensus on objectives, targets, implementation processes, and partnership principles. This has vastly increased the opportunities for the different parties involved to successfully work together to accelerate growth in the agricultural sector. In sum, the work that has been carried out for the implementation of the CAADP has laid the foundation without which consistency, efficiency, and scale in implementation cannot be achieved.

EXECUTIVE SUMMARY

The following document outlines the new five-year strategic plan for the NEPAD Secretariat Agriculture Unit. It is a product of a detailed internal evaluation of the progress made in implementing CAADP and of the NEPAD Secretariat's own performance in supporting the process. This review has included a critical reflection on the Secretariat's strengths and weaknesses as well as a broader review of the lessons emerging from the experience of other partners and stakeholders in implementing CAADP.

While it can be confidently said that CAADP has already had a positive impact on Africa's agricultural enabling environment, it must also be openly acknowledged that the extent of progress on the ground has fallen below expectations. Asking why has led to the identification of some clear bottlenecks (institutional, political, financial, and technical) that are slowing down progress in implementation. The focus of this strategic plan is therefore on how best to utilise the NEPAD Secretariat's comparative advantage as an independent broker to support efforts to remove or at least minimise these bottlenecks.

As such, the NEPAD Secretariat Agriculture Unit has identified five strategic areas where its intervention will support CAADP implementation and contribute to the achievement of CAADP goals. These are:

- Partnership and coalition-building to link resources with agriculture investment programmes;
- Promoting CAADP principles in implementation processes and resulting investment programmes;
- Coordinating monitoring and evaluation of CAADP implementation;
- Managing communication and information in support of CAADP implementation and partnership; and
- Harnessing key thinking on emerging agriculture-related issues to articulate African perspectives and contribute to the evolution of the CAADP agenda.

The details of the planned work programme and anticipated indicators are laid out in Section 3 and the results framework.

In implementing the strategic plan, the Agriculture Unit will be guided by a set of key principles: teamwork, lean organisational structure, results, task orientation, and commitment to performance over politics. This strategic plan will be implemented through a new organisational structure for the Unit, with the formation of five teams, each of which will have responsibility for one of the strategic areas. Teams will be comprised of a core of approximately three staff as well as additional team members drawn from Secretariat staff or external partners as needed. All Unit staff will participate in the teams, with technical specialists and advisors fully integrated into the team structure.

The NEPAD Secretariat expects that a renewed and clearer focus on implementing the specific, targeted interventions outlined in this document will help to achieve a much more significant return from the energy and resources being invested in the process.

RÉSUMÉ DE LA STRATÉGIE 2008 - 2013 DE L'UNITÉ 'AGRICULTURE' DU NEPAD

Le Programme Détaillé de Développement de l'Agriculture Africaine (PDDAA) est au coeur des efforts faits par les Gouvernements Africains, dans le cadre de l'initiative AU/NEPAD pour accélérer la croissance agricole, réduire la pauvreté et éliminer la faim en Afrique. Le PDDAA n'est pas un ensemble de programmes supranationaux à mettre en oeuvre par les pays pris individuellement, mais plutôt un cadre commun,

reflété à travers un ensemble de principes clés et d'objectifs définies par les Chefs d'États et de Gouvernements, en vue de: (i) guider les stratégies de développement et les programmes d'investissements des pays; (ii) permettre les échanges d'expériences et les revues par les pairs entre les États; (iii) faciliter un plus grand alignement et l'harmonisation des efforts de développement. Le présent document donne les grandes lignes de la stratégie quinquennale (2008 -2013) du Secrétariat du NEPAD pour appuyer la mise en oeuvre du PDDAA au niveau continental, régional et national.

Des progrès significatifs ont été faits dans la mise en oeuvre du PDDAA, il convient cependant de reconnaître que ceux –ci sont en deçà des attentes. L'engouement observé pour avancer rapidement ne s'est pas nécessairement traduit par des réponses concrètes. Les raisons qui expliquent cet état de fait sont nombreuses, parmi celles-ci il faut retenir les goulots d'étranglements liés au manque d'engagement de certaines parties prenantes, le manque de clarté dans la définition des rôles des institutions clés chargées d'appuyer le PDDAA et une faible communication entre les acteurs clés.

En tant qu'organisation continentale, le Secrétariat du NEPAD a l'avantage comparatif particulier, d'être un catalyseur indépendant du processus de définition, de construction et de renforcement des partenariats et des collaborations interministériels (y compris la revue par les pairs). Aussi, le Secrétariat du NEPAD a un rôle fondamental à jouer dans la coordination du processus de développement et de mise en oeuvre des cadres et mécanismes du PDDAA notamment par la facilitation des engagements en cours autour des cadres d'action des piliers et des tables rondes dans les pays.

Découlant du processus de planification stratégique, le Secrétariat du NEPAD a défini cinq (5) domaines stratégiques au niveau desquels son intervention peut contribuer à l'atteinte des objectifs du PDDAA et appuyer sa mise en oeuvre:

- Promotion des principes du PDDAA dans le cadre de sa mise en oeuvre et de celle de ses programmes;
- Communication et information pour appuyer la mise en oeuvre du PDDAA et les partenariats;
- Suivi et évaluation de l'impact du PDDAA en vue d'améliorer sa mise en oeuvre;
- Construction de partenariats et coalitions pour mobiliser des ressources pour financer les programmes agricoles;
- Réflexion et recueil d'expériences sur les problématiques importantes de l'agriculture africaine pour avoir un point de vue du continent et contribuer à l'évolution de l'agenda du PDDAA;

Pour la mise en oeuvre de ce plan stratégique l'unité « Agriculture » du Secrétariat du NEPAD sera guidée par un ensemble de principes, à savoir: travail d'équipe, structure organisationnelle légère, gestion axée sur les résultats et engagement. La stratégie sera mise en oeuvre à travers une nouvelle structure organisationnelle de l'unité avec la formation de cinq (5) équipes responsables chacune d'un domaine stratégique. Chaque équipe comportera un noyau d'environ trois personnes qui pourront être complétées, en fonction des besoins, par des ressources humaines additionnelles provenant de l'intérieur du Secrétariat ou de l'extérieur. Tout le staff (experts techniques et conseillers) sera pleinement intégré aux unités en tant que membres.



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1 BACKGROUND AND CONTEXT

This document outlines the new five-year strategy of the Agriculture Unit of the New Economic Partnership for Africa's Development (NEPAD) Secretariat and is the culmination of a strategic planning process that began in late 2007. The document is organised as follows: Section 1 provides a brief background on the Comprehensive Africa Agricultural Development Programme (CAADP) and progress so far, as well as a reflection on some of the important emerging challenges and lessons learned that have motivated the creation of this new strategy. Section 2 reviews the underlying conceptual framework and entry points for the NEPAD Secretariat in supporting CAADP implementation, with a particular emphasis on the Secretariat's own role and specific comparative advantage. Section 3 outlines the specific details of the new strategy, including the main strategic entry points and expected results. Section 4 outlines the new operational structure of the Agriculture Unit, itself an important part of the new strategy, and outlines operational linkages with partner organisations involved in CAADP implementation. Section 5 provides a results framework for the strategic plan.

1.1 NEPAD and CAADP

NEPAD is a vision and strategic framework conceived by African leaders to address the socio-economic and political challenges plaguing the African continent, mainly poverty, underdevelopment and marginalisation. Adopted as a programme of the African Union (AU) in July 2001, NEPAD seeks to achieve a vision of food security, poverty eradication, sustainable growth and development, and active participation in the world economy and body politic. It aims to do so by focusing on five key economic sectors: agriculture, human development, infrastructure, agro-industry diversification and development, and environment.

Because agriculture is in many ways the cornerstone of the African economy, the sector is critical to the success of efforts to reduce food insecurity and poverty.¹ Accordingly, African leaders identified the agriculture sector as one of the key priority areas for intervention in achieving the NEPAD vision. After exhibiting stagnant growth for decades, the sector has recently shown a marked increase in growth: 2.7% in 2002, 3% in 2003, and 5% in 2004. Moreover, per capita production has been showing an upward trend for the first time in 20 years. Nevertheless, higher growth rates are required for significant and sustained poverty reduction. Hence, the overall performance of the agriculture sector in Africa remains weak. In response, African leaders developed CAADP as the NEPAD framework for revitalising the agriculture sector.

1.1.1 CAADP key principles and intermediate targets

CAADP's main objective is to help African countries achieve higher economic growth through agriculture-led development – thereby eliminating hunger, reducing poverty and food insecurity, enabling the expansion of exports, and supporting environmental resilience. As a programme of the AU, CAADP is not a set of national programmes trying to work towards similar goals but, rather, a common framework reflected in a set of key principles and targets collectively defined and set by African heads of state in order to (i) guide country strategies and investment programmes; (ii) allow regional peer learning and review; and (iii) facilitate greater alignment and harmonisation of development efforts. These key principles and targets include:

- Agriculture-led growth as a main strategy in attaining targets on food security and poverty alleviation (consistent with the Millennium Development Goals);
- Exploitation of regional complementarities and cooperation to stimulate growth;

¹ On average, agriculture accounts for 30% to 60% of GDP, 60% to 90% of employment, and 25% to 90% of export earnings. The majority (70%) of poor people in Africa live in rural areas and rely on agriculture for their employment and income. Africa's poor spend more than 50% of their income on food.

- Application of principles of policy efficiency, dialogue, review, and accountability;
- Use of partnerships and alliances, including farmers, agri-business and civil society; and
- Shared responsibilities and collective commitment among African institutions, from the AU – African Union Commission (AUC), NEPAD Secretariat and Regional Economic Commissions (RECs) – to national governments, civil society, and private sector institutions.

CAADP marks two key intermediate targets, namely:

- Pursuit of a 6% average annual agricultural sector growth rate at the national level; and
- Allocation of 10% of national budgets to the agricultural sector.

1.1.2 CAADP pillars for investment and national action

Under CAADP, Africa’s governments have further identified four continent-wide entry points, or pillars, for investment and action in pursuing increased and sustainable productivity in agriculture, forestry, fisheries, and livestock management. These include:

- Pillar 1 – Extending the area under sustainable land and water management;
- Pillar 2 – Improving market access through improved rural infrastructure and trade-related interventions;
- Pillar 3 – Increasing food supply and reducing hunger across the region by increasing smallholder productivity and improving response to food emergencies;
- Pillar 4 – Improving agricultural research and systems to disseminate appropriate new technologies, and increasing the support to help farmers adopt them.

With the four pillars as a framework, CAADP efforts drill down to the national level through a roundtable process² that focuses on:

- Exploiting synergies and inclusive, evidence-based discussions on socio-economic bottlenecks and deciding appropriate action on those matters;
- Identifying gaps in donor funding needed to achieve agreed priorities;
- Initiating work to monitor and evaluate CAADP’s progress at the national, regional and continental levels;
- Aligning state policies with regional priorities and the four pillars;
- Developing long-term commitments to finance agricultural investment programmes that are aligned with CAADP principles and targets.

1.2 Added Value of the CAADP Framework

It is legitimate to ask how CAADP differs from and improves upon the countries’ own efforts to improve food security and economic growth. There are a number of unique features that characterise the added value of the CAADP agenda and process. First, CAADP has been driven by the conviction that Africa’s development problems and challenges can only be sustainably addressed by Africa’s own commitment and concerted action. More than ever before NEPAD and CAADP have galvanized Africa’s own energies and collective desire to act on the development agenda and tackle the seemingly chronic problems of hunger and poverty. No initiative in the past has enjoyed the level of political endorsement and continent-wide focus achieved by CAADP. Nor has there previously been such a strong commitment of the countries’ own domestic resources. Thus, CAADP provides the first comprehensive effort at harnessing Africa’s own energies and commitment to address the continent’s development challenges and specifically deal with barriers and/or opportunities for enhanced agricultural productivity.

² See Section 2.1.3 for details.

Second, the CAADP framework is expected to stimulate and guide normal business behaviour, such as inclusiveness and partnerships, collective ownership, responsibility, and outcome-based planning and implementation. Third, CAADP is expected to bring into country and regional programme development and implementation a strong commitment to efficiency and effectiveness, and to achieve tangible results. Fourth, the CAADP agenda and process will enhance consistency and continuity in regional and national development efforts, guided by shared sustainable growth and investment targets. Finally, CAADP provides a direct and efficient entry point for donor partners to engage with the African agricultural agenda.

1.3 Status of CAADP Implementation

Over the last two years, the CAADP agenda has made a significant shift in focus towards on-the-ground, results-oriented implementation. Thanks to this, the pillar frameworks and country roundtable concept are evolving into practical tools that can help countries develop and implement viable and results-oriented investment programmes on the ground.

This work began five years ago, with the Maputo Declaration, when Africa committed itself to raise public expenditure on agriculture by at least 10%. Since then, notable upwards trends have been seen in key agriculture and rural development indicators. While these achievements are not directly attributable to CAADP, it has been successful in enhancing and helping accelerate them. Some specific milestones include:

- The number of countries that have achieved the CAADP target of 6% average annual growth in agricultural production has doubled since 2003 (eleven countries achieved or exceeded the 6% target, and at least four other countries are close).
- A budget tracking and expenditure system has been developed to monitor the 10% budget allocation commitment by national governments. Preliminary data indicates that a number of countries are moving towards increasing their budget allocation to agriculture; six countries have achieved the Maputo budget target of 10% and twelve have reached or exceeded half of the target.
- Lead African institutions have been mobilised to provide technical expertise and facilitation to guide programme planning and implementation within the context of the pillar frameworks and country roundtables.
- RECs have taken solid ownership and leadership of the agenda and are currently supporting their member states in pursuing the CAADP roundtable processes. To date, more than a dozen countries are moving through the CAADP roundtable process, and at least four countries are expected to have in place financed quality investment programmes. One key lesson from country-level CAADP roundtable experience has been the need to target financed investment programmes as the primary outcome of the process. This also recognises that resource mobilisation should be integral to the process from the very beginning.
- There is growing bilateral and multilateral financing for agriculture stimulated by and/or aligned with the CAADP agenda. For example, under the TerrAfrica partnership, US\$150 million from the Global Environment Facility (GEF) and more than US\$1 billion in leveraged funds have been made available to support national and regional efforts to achieve Pillar 1 targets.

The real achievement, however, is not in these individual milestones, but, rather, in the fact that for the first time in the history of agricultural development in Africa there is a broad consensus on objectives, targets, implementation processes, and partnership principles. This has vastly increased the opportunities for different parties to successfully work together to

accelerate agriculture sector growth. CAADP has laid the foundation necessary to achieve consistency, efficiency, steady progress, continuity, and scale in implementation.

1.4 Emerging Lessons from CAADP Implementation

Despite this progress, it must be acknowledged that the pace of CAADP implementation thus far has fallen below expectations. While there has been great eagerness to move rapidly to implementation, this has not necessarily translated into the most efficient and effective responses on the ground. Implementation has suffered from fundamental weaknesses resulting in a general failure to provide sustained leadership and coordination of CAADP. These have included a lack of a coherent communication strategy; stakeholder and institutional limitations and capacity constraints; a lack of common understanding between key actors on the role and function of pillar frameworks and roundtable processes; and less than optimal leadership and coordination and poor alignment of efforts by key partners, such as the NEPAD Secretariat, RECs and the pillar institutions. To an extent this has fuelled misperceptions that CAADP is an “external” programme being imposed on countries, rather than a product of their own initiative.

Failure to put in a place an effective communication and advocacy plan has seriously constrained partners’ and stakeholders’ ability to coordinate their efforts. This is hindering the translation of the CAADP vision and aspirations into information, knowledge, and tools to support the programme’s implementation at the grassroots level. In turn, this undermines the desired buy-in of critical, on-the-ground players and stakeholders including civil society, the private sector, and donor partners. The weak communication strategy has also undermined internalisation of the core CAADP principles of knowledge sharing and peer review.

Another key bottleneck has been a general lack of common understanding over what the roundtable process is and what it should deliver. This has, in turn, led to too much focus on the preparation of compacts and not enough on how to translate them into implementable investment programmes. The process and rigour of the evidenced-based assessment prior to signing the compact has also suffered as a result. At the REC and NEPAD Secretariat level, a lack of consensus on the roundtable process has limited the impact of the technical support RECs are able to provide at the country level. This has led to a failure to exploit many opportunities presented by institutional and donor partner alignment at the regional and national level.

Countries’ experiences with the roundtable process have also generated some positive lessons that illustrate the benefits of active leadership and government commitment to the CAADP agenda. Of particular importance is the consolidation of inter-ministerial collaboration from the very beginning of the roundtable process – for example, the emergence of Rwanda’s Ministry of Finance as a champion of the agriculture sector. Another lesson is the crucial importance of vesting the leadership of CAADP in senior-level persons with relevant decision-making responsibilities.

Furthermore, it is critical to recognise that implementation of CAADP faces inherent institutional, capacity and even “attitude” challenges. CAADP began at a time when agriculture policies were politically driven rather than evidence-based. Countries now face the challenge of finding the required capacities and resources to implement the roundtable process. They have tended to focus too much on signing a compact and not on the rigour of the process itself, nor the finalisation of quality investment programmes. In addition, there is insufficient engagement of the development community, civil society, and the private sector at the national level in the roundtable process. This leaves ample room for improving the quality of dialogue in negotiating the content of the CAADP compact and the follow-up activities for implementing the commitments.

At the regional and continental level, partners are not sufficiently conversant with CAADP principles and processes. Notably, pillar frameworks have not been well linked to country-level implementation, nor is a monitoring and evaluation system yet in place. This results in the loss of critical lessons as the CAADP framework evolves into a practical tool for guiding development and implementation of programmes to enhance productivity in the agriculture sector. In light of these experiences, there is a clear need to strengthen the ability of partner institutions, including the NEPAD Secretariat Agriculture Unit, to better fulfil their roles in supporting CAADP implementation. The Agriculture Unit is a critical player in CAADP implementation, and therefore it requires a clear strategy and operational arrangements.

1.5 Need for a New Strategy for the Agriculture Unit

To improve its effectiveness, the Agriculture Unit has reviewed CAADP implementation progress within the context of its own roles and responsibilities. The aim was to define a clear strategy, a results-based action plan, and a management and organisational structure that will position the Unit to deliver on its mandate and effectively implement its strategy.

This review process, undertaken as an internal self-evaluation process over several months, culminated with a retreat held 14-16 January 2008. The meetings revealed a critical need to develop a strategic approach to ensure quality CAADP implementation, leading to attainment of real and sustainable impacts on agriculture productivity, and consequently on food security, poverty alleviation and socio-economic growth. The self-assessment underlined the need for the Agriculture Unit to embrace lessons learned in defining its strategy and work programme. A clear and visionary strategic plan was therefore determined to be essential for articulating the engagement of the NEPAD Secretariat in the drive for CAADP implementation.

The retreat (held at the Centurion Lake Hotel, Pretoria, South Africa) was attended by the entire Agriculture Unit: Dr. Richard Mkandawire (Agriculture Advisor), Ms. Bibi Giyose (Food and Nutrition), Dr. Sloans Chimatiro (Fisheries and Aquaculture), Dr. Maria Wanzala (Fertilizer/Agriculture Markets), Dr. Faustin Mwape (Technical Advisor), Mr. Martin Bwalya (Sustainable Land and Water Management), Mrs. Rudo Makunike (Sustainable Land Management Research and Development), Mr. James Schultz (Sustainable Land Management), Mr. Ahmadou Allahouri (Water Management) and Mr. Augustin Wambo (Agriculture). Other participants included Mr. John Rocha (NEPAD Secretariat, capacity building) and Ms. Melissa Brown (Food and Agriculture Organization of the United Nations, under a technical support arrangement facilitated by the World Bank).

The objective of the retreat was to develop a five-year strategic plan and operationalise it in a 12-month work programme for the Agriculture Unit. The outcome of the retreat is captured in the following chapters of this document.

2 ACHIEVING CAADP GOALS: A CONCEPTUAL FRAMEWORK

The new strategy, described in Section 3, has been designed to act directly upon the logic of change that underpins the CAADP framework. The logic is based upon recognising that a wide range of constraints and barriers is hindering progress in African agriculture. Specific weaknesses exist within key areas of the enabling environment for agriculture development, including:

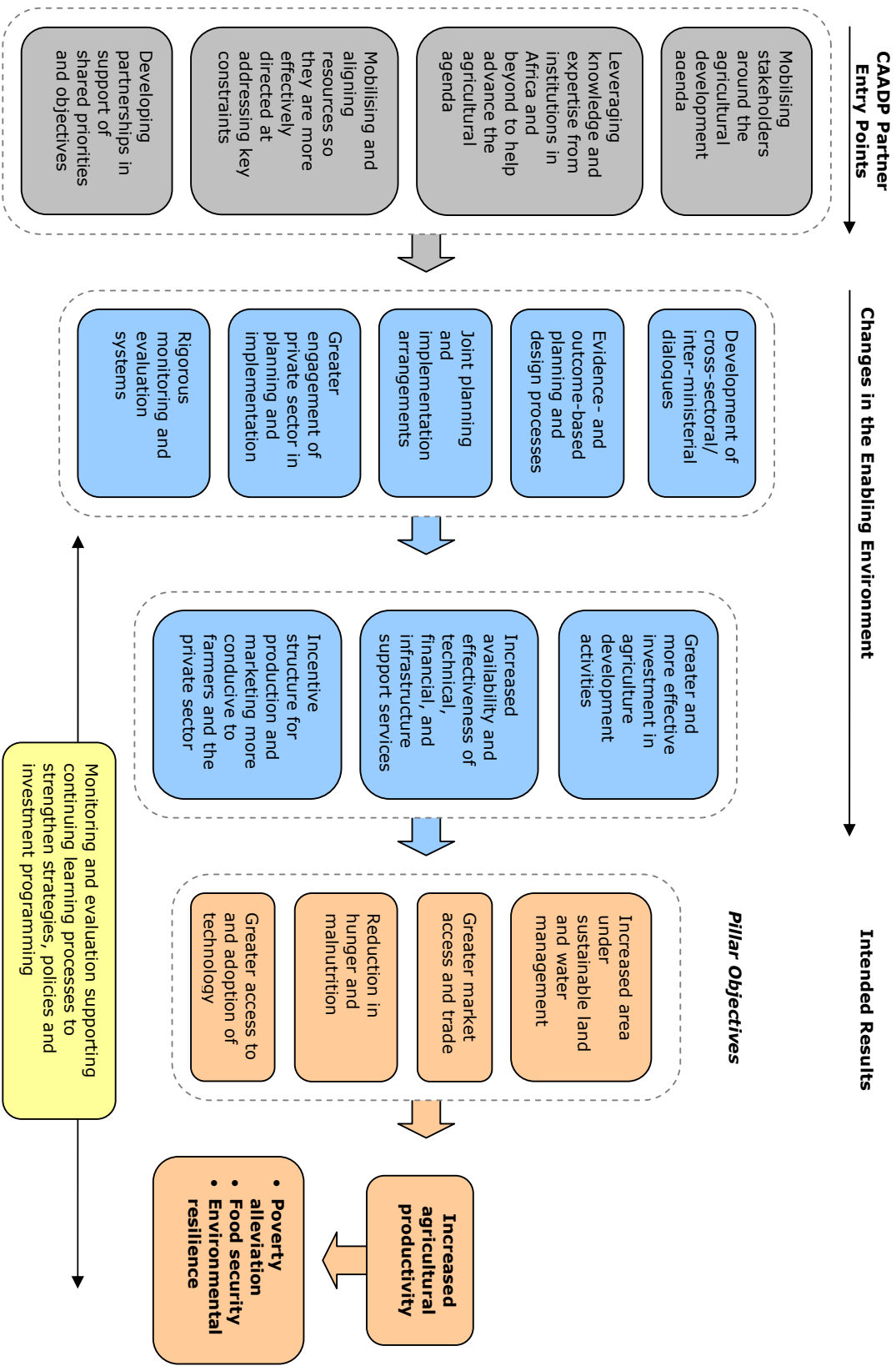
- Governance environment
- Policy and institutional environment
- Technology and knowledge management
- Entrepreneurship and the private sector
- Financial and implementation environment.

The logic of change envisaged under CAADP to address these barriers and unlock the potential of African agriculture focuses first on effecting change in the enabling environment. The Conceptual Framework depicted in Figure 2-1 can be summarised simply as follows:

- Development of a common vision and consensus among CAADP stakeholders and partners on the fundamentals of the processes (country roundtables and pillar frameworks) required to move towards long-term, strategic investment in agriculture coupled with targeted capacity building within key CAADP supporting institutions (RECs and pillar institutions), which then:
- Supports evidenced-based, multi-partner dialogue and joint planning processes at the country level, which then:
- Contributes to policy and institutional mainstreaming (including increased domestic expenditure, specifically the 10% budget commitment to agriculture) and the development of improved and robust national agricultural development programmes, which then:
- Contributes to an improved investment and implementation environment, which then:
- Contributes to improved incentives, unlocking more knowledge and financing, which then:
- Contributes to the pillar objectives – i.e., increased area under sustainable water and land management, greater market access and trade, reduction in hunger and malnutrition, and greater access to and adoption of technology – which then:
- Contributes to increased agricultural productivity, which then:
- Contributes to poverty alleviation, food security and environmental resilience.

The Agriculture Unit's new strategy is therefore grounded in a reflection on the emerging lessons from CAADP outlined in this document *within the context of the above outlined logic model*. In other words, on the basis of experience so far, this document explores how the NEPAD Secretariat can best support processes and actions that will act on the above logic of change. This also requires a full understanding of the core arrangements supporting CAADP implementation.

Figure 2-1. CAADP Partner Entry Points: A Conceptual



2.1 CAADP Implementation: Institutional Arrangements and Mechanisms

2.1.1 Approach and key players

CAADP implementation is driven by country-level needs. This underscores the importance of rapidly translating CAADP efforts into concrete actions with clear and sustainable impact on population welfare (livelihood targets) as well as country, regional and, ultimately, continental socio-economic growth targets.

Therefore, the principle of subsidiarity³ informs the various initiatives, programmes and activities pursued at regional and continental levels. As such, and within the mandate of the African Union and aside from government institutions, the following groups are central in driving CAADP implementation: (i) RECs, (ii) pillar lead institutions, (iii) Agriculture Unit, and (iv) AUC. The roles and responsibilities of all these institutions are evolving in a way that underlines synergies and avoids duplication.

The critical roles and responsibilities provided by a number of other interest groups, stakeholders and partners are also explicitly recognised. Primarily noted in this group are (i) national, regional and international specialised organisations, (ii) the private sector, (iii) farmer organisations, and (iv) development partners, including those providing both financial and non-financial support.

2.1.2 Main roles and responsibilities of key actors

While the ultimate responsibility for CAADP implementation rests with national-level players, such as governments, the NEPAD Secretariat, the RECs, pillar lead institutions and the AUC play special roles in stimulating, facilitating, supporting and coordinating national- and regional-level engagements on the CAADP agenda.

The *African Union Commission*, which provides key political leadership for CAADP implementation, takes particular responsibility for:

- a) Lobbying and advocacy, especially in attracting international and foreign interest institutions to engage with the CAADP;
- b) Coordinating and managing information support to AU ministerial and Head of State and Government institutions and organs;
- c) Participating in the management of the peer review process (especially with regard to managing and processing the feedback into the political/decision making systems); and
- d) Facilitating mobilisation of investment financing and other resource support for CAADP implementation.

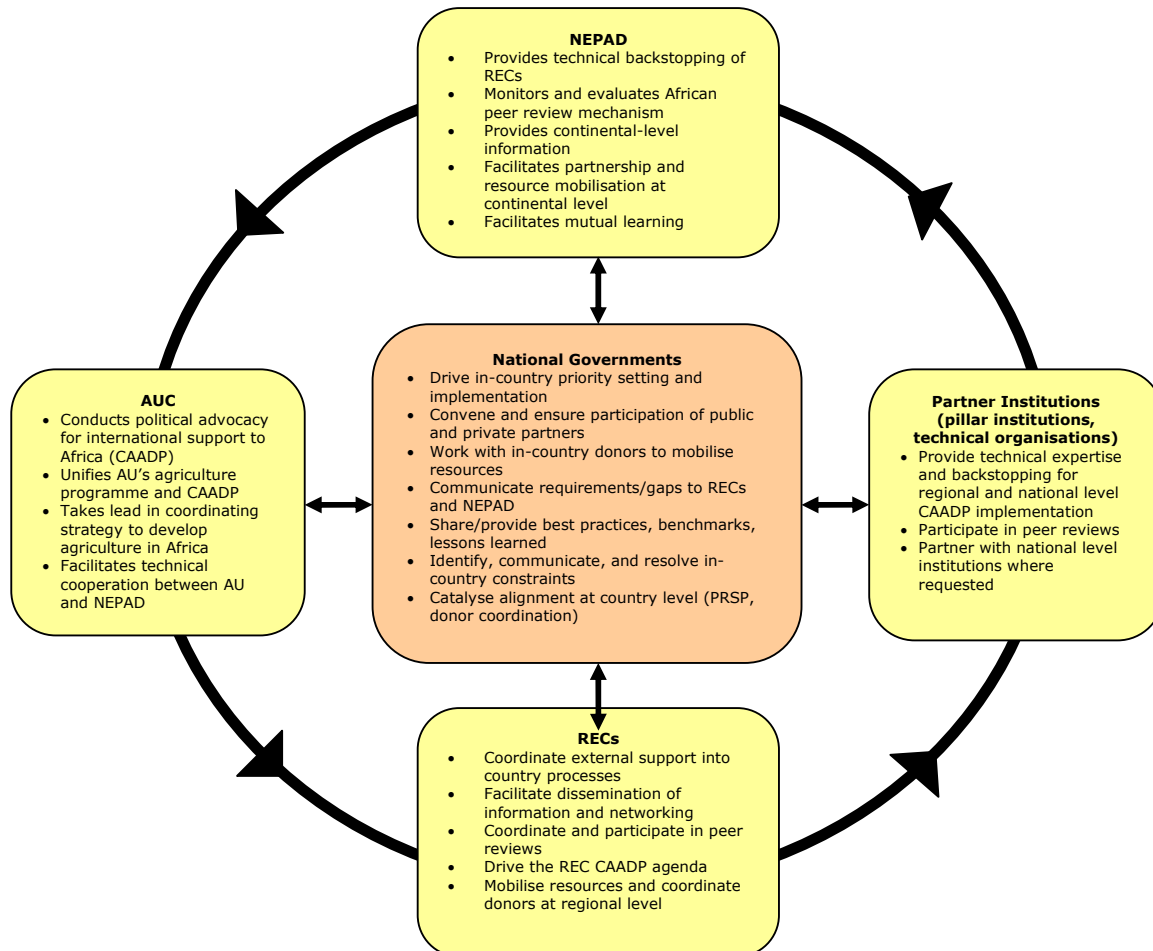
The *Regional Economic Communities* take responsibility for:

- a) Stimulating and coordinating country-level implementation, especially with regard to ensuring that Governments fulfil their commitments and provide the relevant policy and institutional environment for CAADP implementation;
- b) Supporting and facilitating mutual learning and provision of expertise to countries, in liaison especially with the AUC, NEPAD and pillar lead institutions; and
- c) Developing and implementing policies and programmes in areas where particular added value exists at the regional level.

³ The principle that the central authority should perform only those functions that cannot be performed at a more local level.

These functions relate to ensuring continued satisfactory coordination of member states' planning, design, and implementation of agriculture and rural development investment programmes, in addition to advancing the cross-boundary/regional components of these

Figure 2-2 Linkages and Roles of Actors in the CAADP Implementation Process



activities through the preparation and implementation of related regional investment programmes. Furthermore, with technical backstopping support from the NEPAD Secretariat, the RECs manage the forums for peer review and dialogue to promote the adoption of best practices and scaling up of successes through benchmarking and mutual learning.

The *pillar institutions* take responsibility for:

- Providing technical expertise and backstopping for regional and national-level CAADP implementation;
- Participating in peer reviews;
- Partnering with national-level institutions where requested; and
- Providing general technical leadership and expertise, particularly in the development of pillar frameworks.

This dimension of CAADP implementation is also expected to bring Africa's own expert and specialised institutions to participate directly, contributing to the countries' and continent's development agenda.

The **CAADP Country Focal Point Persons/Department** provide key country-level entry points and coordination functions on the country's efforts and initiatives to adopt/internalise/mainstream CAADP values and principles in agriculture and rural development strategies and programmes. This includes ensuring the governments' continued active leadership in planning, design, and partnership-building activities through the CAADP roundtables.

The **NEPAD Secretariat**: See Section 2.2.

2.1.3 CAADP implementation processes and mechanisms

Two key mechanisms for CAADP implementation are the pillar frameworks and country and regional roundtables.

Pillar Frameworks: The CAADP pillar frameworks provide a vision as well as specific planning tools to assist regional and country stakeholders in the application of CAADP principles, values and targets to their own national and regional development strategies and plans. In addition, they provide a valuable focus for aligning and mobilising stakeholders and development partners around thematic issues and CAADP objectives and principles at the continental and regional level. This alignment and harmonisation can then be used to support the country-level roundtable processes.

These tools include:

- Stocktaking and baseline analysis, including public expenditure review and diagnostic studies;
- Monitoring and evaluation, peer review and knowledge/information sharing; and
- Partnership and coalition building/strengthening and capacity building.

Country CAADP Roundtables: Roundtables are envisaged as inclusive and institutionalised platforms around which a country's shared vision on agriculture and rural development is translated into investment programmes that galvanise support (by government, civil society, the private sector, and development partners) for interventions that (i) build on the country's knowledge base, experiences, mechanisms and platforms, as well as capital/natural resources; (ii) are internalised and supported by local institutional and policy alignment; and (iii) prioritise the best investment options, especially with regard to returns on investment and contribution to food security and growth targets.

Quality investment programmes, therefore, mark the primary output of the CAADP roundtable process, with commitments for implementation stipulated and assented to in the compact.

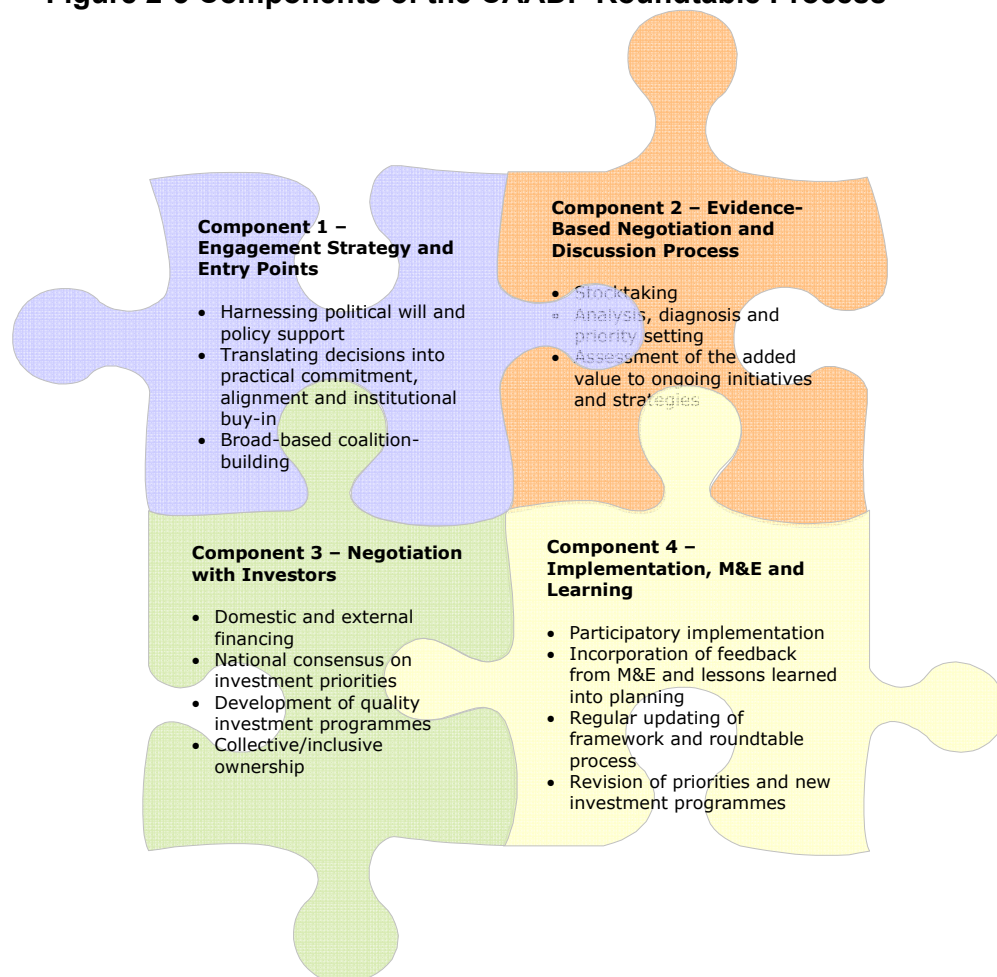
Among the main elements of the CAADP roundtable process are:

- An assessment of the extent to which a country's policies, strategies, and investments are aligned with and conducive to meeting sector growth and expenditure targets;
- An assessment of the extent to which the country's development assistance is aligned to help it meet its targets, and possibly an indication of the gaps that need to be bridged;
- An evidenced-based discussion of country and regional priorities supported by inputs from the four pillars;
- The development of an inclusive, cross-sectoral dialogue on CAADP and the development of long-term investment programmes;
- Dialogue among stakeholders and donor harmonisation and alignment;

- Institutional arrangements for the coordination and review of implementation progress and performance;
- A country CAADP compact, including defined actions, commitments, partnerships, and alliances. The compact would guide (i) country policy and investment responses; (ii) planning of development assistance; and (iii) public-private partnerships and business-to-business alliances to raise and sustain the necessary investments;
- Long-term financial commitments to agricultural and rural development investment programmes that are aligned with CAADP principles and targets; and
- A sustainable and reflective learning process to continually strengthen the roundtable process and ultimately the resulting investment programmes.

Figure 2-3 presents some of the key components of the country CAADP roundtable implementation process. It is important to appreciate that this is not a step-by-step guide; these stages will usually evolve in a unique form, character, speed, etc., in each country.

Figure 2-3 Components of the CAADP Roundtable Process



2.2 Role and Added Value of the Agriculture Unit

As an AU institution, the NEPAD Secretariat has the advantage of being an independent broker in the process of defining, building, and strengthening partnerships and inter-ministerial/inter-sectoral collaboration, including the peer review process. The Secretariat also plays a strong role in coordinating the development and delivery of the CAADP pillar frameworks and facilitating links between them and country roundtables. In addition, the NEPAD Secretariat can exploit its convening powers to mobilise expertise and technical backstopping for country CAADP implementation, including analytical work in identifying and adapting best practices. These ultimately enhance the quality of CAADP implementation.

The Agriculture Unit brings this added value to the CAADP implementation process:

- Technical guidance and facilitation of access to technical and financial resources;
- Support for country engagement mechanisms, as embodied by pillar frameworks and country roundtables processes;
- Information support, advocacy, and lobbying;
- Coordination and support of knowledge sharing and social/self-learning;
- Support to country and regional efforts and strategies in mobilising investment resources from international and local bilateral and multi-lateral development partners and the private sector.

The Agriculture Unit also supports technical institutions and departments to engage with their own governments with the aim of increasing public expenditure on agriculture.

3 NEPAD'S STRATEGY TO SUPPORT CAADP IMPLEMENTATION

3.1 Strategic Areas and Functions

The role of the Agriculture Unit in supporting CAADP implementation is focused on stimulating and facilitating the development of quality investment programmes and implementation/delivery mechanisms. Within the context of its mandate described above, the Unit has defined five mutually complementary strategic functions. These target key areas, in which the Unit is expected to contribute directly to attaining the desired impact and changes in the enabling environment, ultimately support the achievement of CAADP goals. The strategic functions are:

- i) Stimulating and facilitating partnerships and coalition-building to link resources with agriculture investment programmes;
- ii) Promoting the quality of CAADP implementation at regional and national levels;
- iii) Facilitating and coordinating monitoring and evaluation of CAADP implementation, including impact assessment, lesson sharing and peer review;
- iv) Managing communication and information in support of CAADP implementation and partnerships; and
- v) Harnessing key thinking and experience on agriculture-related emerging national, international and global issues to articulate African perspectives and contribute to the evolution of the CAADP agenda.

The following sections identify key outcomes for each strategic area and elaborate the Agriculture Unit's role in supporting their achievement. This results structure forms the basis for organising the Agriculture Unit's work programme, with all activities expressed in the context of their contribution to key outcomes or results.

3.1.1 **Promoting CAADP principles in CAADP implementation processes and resulting investment programmes**

The CAADP agenda calls for a genuine change in the business environment to generate real impact on agricultural productivity and ultimately poverty alleviation. CAADP also calls for the development and implementation of high-quality national agricultural investment programmes focused on areas with the most potential to enhance growth and reduce poverty. Achieving such investment will require long-term national processes to develop, implement and continuously improve agricultural investment programmes. CAADP roundtables and pillar frameworks have been initiated to help this process by assisting countries to mobilise internal and external resources and benefit from technical frameworks and expertise. Country roundtable processes and pillar frameworks are currently in various stages of development or implementation. The NEPAD Secretariat will assist CAADP implementation at the country level through quality assurance and facilitation. This will also generate consensus on the broader roundtable process and pillar frameworks that will underpin such engagement.

CAADP outcome:

- Quality agricultural investment programmes are developed within the CAADP framework at the country level.

Agriculture Unit role:

- Facilitate the development of country roundtable processes that revolve around the development, implementation and continuous improvement of national agricultural investment programmes.

The process of developing robust, inclusive, targeted, evidence-based, domestically financed and sustainable agricultural investment programmes within the CAADP framework at the country level can benefit substantially from inputs from regional and international partners. While this will primarily be led by the RECs and lead pillar institutions, the Agriculture Unit will help facilitate this process by adopting a two-pronged approach: direct technical backstopping at the regional level and a facilitating/coordinating role, as needed, at the national level.

Thus, the Agriculture Unit will provide direct technical backstopping to the RECs in the early stages of CAADP implementation to facilitate the learning process and ensure that the RECs and countries can access resources in support of the roundtables. This will ensure that the pillar frameworks and associated expertise are available to countries, and that donors interested in supporting CAADP generally, or in relation to specific themes, are linked with national processes. The Agriculture Unit's strategy is not to duplicate the role of the RECs in directly supporting the roundtable process, but rather to ensure that the RECs are enabled to provide the support and to ensure the overall quality of the process itself.

CAADP outcome:

- Mechanisms for supporting CAADP implementation at the country level through country roundtable process are fully developed and made operational at the regional and national level.

Agriculture Unit role:

- Support the development and operationalisation of the CAADP pillar frameworks.

The country roundtables are intended to provide a mechanism for supporting the development and implementation of quality investment programmes at the country level, but they have not yet been utilised to their full potential. The Agriculture Unit's strategic support will first focus on ensuring that the roundtable concept – which should revolve around the long-term development, implementation and continuous improvement of national agricultural investment programmes – is well understood and internalised by key CAADP partners, particularly the RECs and pillar institutions. Part of this strategy will be to ensure that learning is continuous, drawing on country experiences and lessons learned to enable the roundtable concept to evolve. Key first steps will be developing a consensus on the concept of the roundtables among all players and developing a learning system to extract and share the experiences of the process with countries and implementing partners.

CAADP outcome:

- Technical frameworks reflecting CAADP priorities and principles guide CAADP implementation at the regional and national level.

Agriculture Unit role:

- Facilitate the mobilisation and leveraging of technical expertise to support national and regional CAADP implementation.

CAADP has broadly identified priorities and principles to assist in implementing each of the four pillars, but there is opportunity to develop more detailed technical principles and implementation modalities. The development of pillar frameworks is underway and will likely be completed by end 2008. Ensuring the quality of the pillar frameworks supporting CAADP implementation and their incorporation into the roundtable process will be an important part of this process. The Agriculture Unit will play a role in convening the partners who are developing pillar frameworks and ensuring there is consensus on what a pillar framework is and how it relates to the CAADP implementation and roundtable process.

More specifically, the Agriculture Unit will help ensure that (i) the main initiatives in support of the pillars are aligned; (ii) lead institutions have the resources and capacity to facilitate the necessary technical review; (iii) frameworks are well linked with the other pillars and the roundtable process; and (iv) donors and other stakeholders at the international and continental level are mobilised in support of the framework. As above, this will involve developing a learning process to bring in country experiences and ensure improvement of the overall conceptual framework and its implementation.

3.1.2 Managing communication and information in support of CAADP implementation and partnerships

Information and knowledge sharing are an essential part of implementing CAADP and advancing its agenda. African stakeholders at the national, regional and continental level require a range of information, including periodic updates on programme implementation, evolution of the CAADP agenda and lessons learned from implementation. Through its work at the continental level, the Agriculture Unit is well placed to collect and share information among its various partner institutions and countries to aid their CAADP implementation processes.

CAADP outcome:

- African stakeholders are well informed of the CAADP agenda and implementation status and are able to access CAADP knowledge and information.

Agriculture Unit role:

- Support knowledge management within the NEPAD Secretariat and among CAADP implementing partners by collecting, synthesising, and sharing information.

To build awareness and transmit knowledge on CAADP, the Agriculture Unit will continue to support the development and establishment of regional or sub-regional communication networks and platforms. The Unit will leverage its work in the other four strategic areas to identify stakeholders and create networks or platforms – electronic or physical distribution networks, websites, information kits, special forums, or events – that can be used to communicate and disseminate knowledge and information related to CAADP. This will include contributions to existing information management systems and the development of new systems. As networks and platforms need to be sustained by continuous information flows, it will also be important to target stakeholders at all levels, from high-level national officials to staff in ministries and other relevant institutions.

The Agriculture Unit will also support the development of content in the form of information products that can be used to deliver feedback and generate learning. The NEPAD Secretariat will draw on its own activities and those of its partners to collect and synthesise key information on CAADP-related activities and lessons learned into knowledge/information products to be used in the other four strategic areas. These products could take the form of policy briefs, success stories, newsletters, special studies, or short inputs into other types of media. The products would be tailored to respond to a full range of stakeholders.

3.1.3 Facilitating and coordinating monitoring and evaluation of CAADP implementation

Monitoring and evaluation of CAADP impacts will be essential in ensuring that agricultural investment programmes and the CAADP implementation process achieve their expected productivity and poverty reduction goals. Improved design, review and implementation of CAADP monitoring and evaluation systems are needed to measure the impact of interventions and to improve the efficient implementation of the CAADP agenda. At the national level, more effective monitoring and assessment will improve the timely flow of critical information on programme design, implementation and enabling environments to political leaders, decision-

makers and policy-makers. Continent-wide monitoring and evaluation mechanisms will provide inputs into the continental level peer-review process and facilitate exchange and cross-learning among regions and countries.

The Agriculture Unit will provide technical input and facilitation to assist regional and national partners develop the necessary CAADP monitoring and evaluation systems where needed. The Agriculture Unit will contribute to both the long-term monitoring of CAADP impact and the use of monitoring outputs to improve CAADP implementation.

CAADP outcome:

- CAADP implementation and impact are regularly monitored and assessed at continental, regional and country levels.

Agriculture Unit role:

- Facilitate the development of monitoring systems at regional and national levels where needed.
- Monitor and track progress on CAADP implementation at the continental level.

The Agriculture Unit will play an important role in advocating for, and facilitating the design and implementation of, CAADP monitoring and evaluation systems at continental, regional and national levels. Currently, national and regional stakeholders are at different stages in monitoring and evaluating CAADP implementation: some are well ahead and others have only minimal systems. Duplication of efforts and different methodologies also complicate efforts. The Agriculture Unit will play a quality assurance role by providing technical backstopping for monitoring and evaluation initiatives at various levels. By leveraging its convening powers, the Agriculture Unit support will also facilitate the development of partnerships to assist stakeholders in developing their own systems.

At the continental level, the Agriculture Unit has an important role in monitoring and reporting on CAADP implementation to various stakeholders in coordination with AU and other partners, such as ReSAKSS. The NEPAD Secretariat will develop internal capacity and systems to fulfil the monitoring functions and will assist in defining and establishing clear benchmarks and indicators to track progress.

CAADP outcome:

- Feedback generated by monitoring and evaluation systems is used to stimulate learning and refine CAADP implementation processes.

Agriculture Unit role:

- Facilitate the development of learning events and knowledge management systems at various levels.

Substantial lessons learned have emerged from CAADP implementation at the regional and national level, and these can be applied to other areas. Some African countries and initiatives have contributed significantly to national agricultural growth, food security and rural development. These experiences should be leveraged through the development of CAADP learning events. The Agriculture Unit will support the establishment of regional knowledge management systems and special events to identify and encourage the mainstreaming of successful initiatives in national priority investment programmes.

3.1.4 Building partnerships and coalitions to link resources with agriculture investment programmes

African countries and international development partners have made clear their collective commitment to increasing the resources devoted to agriculture. Harnessing this momentum to

achieve the most efficient and effective impact on the ground requires translating commitments into action. Greater partnership and coalition building is needed to mobilise the physical, financial and human resources available within Africa and, globally, to support agricultural investment programmes regionally and nationally. Coalitions focused around country investment programmes or CAADP pillars and specific partnerships between various actors at international, regional and national level are an important element of ensuring sustainable, long-term support to CAADP implementation.

The Agriculture Unit plays an important role in supporting and strengthening the mobilisation of international and regional partners into such coalitions and partnerships. From its position at the continental level, the Agriculture Unit will advocate for and mobilise greater and more effective use of resources (physical, financial, and human) for CAADP implementation and greater alignment of partner resources around CAADP priorities.

CAADP outcome:

- More physical, financial, and human resources are available from regional and global partners and are used more effectively.

Agriculture Unit role

- Advocate for and facilitate the mobilisation of increased resources from international or regional partners.

To support an increase in resources for CAADP implementation, the NEPAD Secretariat will identify and exploit opportunities to convene partners around CAADP-related thematic and strategic issues. NEPAD will actively pursue and support efforts to build coalitions around such opportunities with a focus on strengthening regional and continental partnerships (e.g. CAADP PP). It will also encourage and support the development of joint programming, co-financing and parallel financing mechanisms (such as the CAADP Trust Fund and the GEF Strategic Investment Programme). The NEPAD Secretariat will also use its position at the continental level to identify gaps in or duplication of resources and advocate for new resources or greater coherence in resource allocation.

CAADP outcome:

- Development and private sector partner strategies are aligned around CAADP pillar and country priorities.

Agriculture Unit role

- Facilitate the development of international and regional coalitions and partnerships.

The strategies of major development and private sector partners in supporting and sustaining the CAADP agenda are important. A lack of alignment in the strategies of the major development actors can limit the impact of the individual partners' efforts and potentially derail critical development processes that have begun under CAADP. But when these actors are aligned around CAADP's common principles and priorities, the impact of agricultural development interventions will be significantly enhanced. NEPAD will therefore identify and prioritise opportunities for greater strategic alignment among major development partners and pursue efforts to shift these partners towards real and measurable alignment with regional and country CAADP priorities.

3.1.5 Harnessing key thinking and experience on African agriculture issues

African agriculture is highly dynamic, and thinking on agricultural development issues is constantly evolving. Although CAADP has identified the broad vision for restoring agricultural growth and food security in Africa, there will be a continuous need for new thinking on

emerging issues that may affect its agenda, as well as assessment of its implementation and impact. In the past year, for instance, climate change and bio-energy have emerged as important issues with potential to affect African agricultural development. The emergence of new priorities is likely to continue as the pace of change accelerates and African countries are increasingly affected by global trends. As CAADP enters its fifth year of implementation, there will likewise be continued need for assessment and input into the evolution of its agenda and implementation modalities.

The Agriculture Unit will play a key role in supporting African intellectual leadership on key issues affecting agricultural development in order to provide guidance at the continental and global level. The Unit will also play an important role in mobilising African perspectives on implementation of CAADP and continuing development of its agenda.

CAADP outcome:

- African ownership and articulation of emerging issues linked to the CAADP agenda and agricultural development are enhanced.

Agriculture Unit role:

- Facilitate the development and dissemination of African perspectives on key issues affecting African agricultural development.

Positioned at the continental level, the Agriculture Unit is well placed to support collection of African scholarship on agricultural development issues and to identify gaps where further work may be needed. As a continental-level body representing African states and linked to AU, the NEPAD Secretariat is active in identifying key agricultural priorities that it can then translate into an intellectual agenda. Through its own resources or the development of partnerships, the NEPAD Secretariat will facilitate the stimulation of new African scholarship on CAADP-related issues and emerging agricultural priorities.

CAADP outcome:

- Debate and scholarship around CAADP core issues are stimulated nationally, regionally and globally.

Agriculture Unit role:

- Support new thinking on issues affecting CAADP and build consensus on the evolution of its agenda.

Establishment of regional and sub-regional discussion forums focused on scholarship related to CAADP and African agricultural issues can stimulate greater debate and provide opportunities for African-driven dialogue on key issues. NEPAD will support the establishment of specialised knowledge networks or events by exercising its convening power at the continental level. NEPAD will also periodically mobilise a range of stakeholders and partners in order to showcase African scholarship and facilitate consensus building on key issues.

4 OPERATIONALISING NEPAD'S STRATEGIC PLAN

4.1 Organisational Structure and Principles

An appropriate organisational structure is essential for the Agriculture Unit to implement its strategy effectively. The new structure of the Unit has therefore been developed to reflect modern, proven management models providing for the highest standards of transparency, accountability and efficient, collective decision making, at a minimum. The structure is specifically designed to address issues relating to:

- Clarity in decision-making processes and leadership forms at all levels;
- Modalities and processes for planning, monitoring, and reporting on the Unit's activities; and
- Assignment of staff tasks and responsibilities and processes/modalities for accessing the resources needed to carry out the Unit's work.

The following principles and values underlie the Unit's management and operational system.

- **Teamwork:** This is a critical feature, embracing values of collective responsibility and complementarities in roles and responsibilities. The Unit's strategic functions require integration of disciplines and expertise, which can only be achieved through rigorous, performance-oriented teamwork.
- **Lean organisational structure:** To ensure effective and efficient delivery of its mandate as well as to minimise costs, a deliberate decision has been made to keep the Agriculture Unit's organisational structure lean. This reflects the Unit's recognition of the resources (staff and other expertise) available in the RECs, pillar lead institutions and the country focal point persons/departments, which will enhance the Unit's own implementation capacities.
- **Task orientation:** The emphasis will be on the task/function to be fulfilled rather than the structure. The structure will be reviewed and adapted as required to suit the tasks and enable optimal performance of individuals and teams.
- **Performance over politics:** Though the Unit may exist in a highly political environment, it will foster the primacy of technical issues and ensure performance and quality of implementation. Leadership of the Unit will aspire to create the political space for the teams to do their work in the most effective and efficient way.
- **Alignment of job descriptions with the strategic plan:** Individual job descriptions will be aligned to the strategic plan. Despite the fact that a number of staff members are seconded from other organisations, the Agriculture Unit will pursue the tasks identified in this plan rather than other institutional agendas.

4.1.1 Team approach

To optimise support to CAADP, the Agriculture Unit will be organised in task teams, each aligned to a strategic area. This new approach will help the Unit address the challenges of the key issues while overcoming bottlenecks in implementing the CAADP agenda and identifying the critical success factors needed for the Unit to fulfil its strategic objectives.

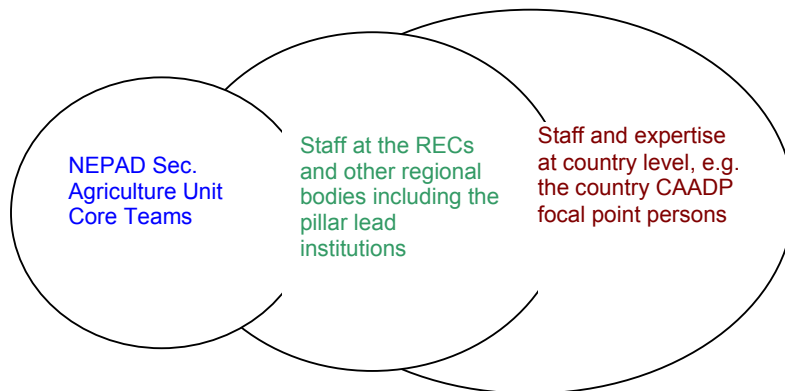
Each task team will be led by a core group of approximately three staff, and the role of group leader will rotate among them. The core group will oversee implementation of that team’s component of the strategy.

The team approach will ensure meaningful integration and peer support. It also will enable shared responsibility for tasks, which is important given the Unit’s heavy travel schedule. Depending on the scope and nature of the task, the teams will bring in additional capacity as needed, including from beyond the Secretariat.

This ‘expanded team structure’ (see Figure 4-1) means that the task teams will, essentially, include staff of the relevant units in the RECs and the pillar organisations, depending on the task to be implemented. This flexible approach will benefit from the diversity of roles and mandates without creating artificial boundaries or ‘silos’; rather, it will foster team spirit to deal with the challenges. The structure also reflects the fact that the activities outlined in the strategic plan call for collective responsibility and collaboration between the Agriculture Unit and its core partners.

In addition to participants from the NEPAD Secretariat and partner institutions, the Agriculture Unit will call on specialised staff from throughout Africa through consultancy arrangements. For example, a number of the monitoring and evaluation functions will be undertaken in partnership with staff from ReSAKSS. This arrangement also allows the other core partners to achieve their objectives linked to that particular task.

Figure 4-1 Expanded Team Structure



Unit staff members will be expected to participate in multiple task teams, with technical specialists and advisors integrated into the team structure. All team members will be collectively responsible for developing the work plan and budget for each strategic function. Box 4-1 shows the teams’ main functions.

Box 4-1 Key team tasks
Management of CAADP implementation at regional and national levels
<ul style="list-style-type: none"> • Facilitate consensus building and development of roundtable processes and pillar framework development • Provide technical backstopping at regional and national levels as needed • Facilitate tracking of progress at national and regional levels.

Box 4-1 Key team tasks
Management of communication and information to support CAADP implementation and partnerships
<ul style="list-style-type: none"> • Develop communication packages • Manage networks Report and synthesise CAADP activities
Monitoring and assessment of CAADP impact
<ul style="list-style-type: none"> • Provide design input and mobilise support for development of CAADP monitoring and evaluation systems • Convene and manage learning events and experience sharing • Provide ongoing reporting and tracking of progress.
Partnerships and coalition building to link resources with agriculture investment programmes
<ul style="list-style-type: none"> • Identify and map resource needs and opportunities for partnerships • Engage and support partnerships • Ensure dissemination and support internalisation of CAADP into partner strategies.
Harnessing of key thinking and experiences on agricultural issues
<ul style="list-style-type: none"> • Identify and analyse emerging issues • Produce policies and position papers to influence support to CAADP implementation • Stimulate discussions through information sharing on pertinent CAADP issues.

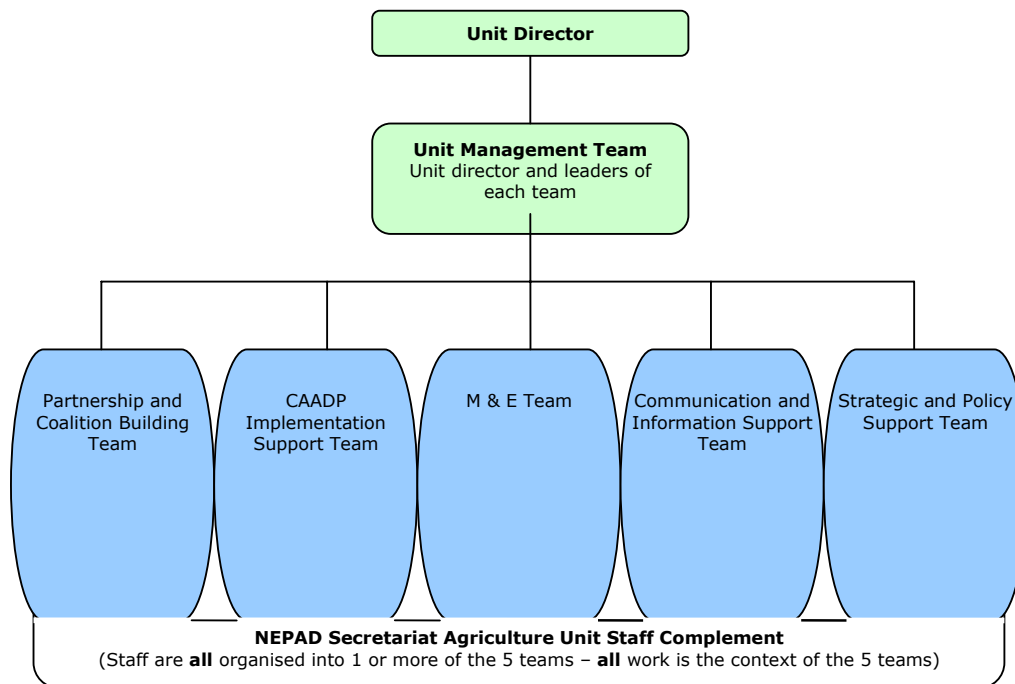
4.1.2 Technical advisers and pillar focal points

Although the Unit’s work will be organised according to strategic functions, it is clear that certain issues will be specific to the four CAADP pillars. However, the Unit’s management structure will ensure that “driver” issues (key factors expected to trigger and/or sustain desired change) are addressed within and across the four pillars. The five strategic functions, however, define the main framework for operational arrangements and enable clear links and appropriate pillar-based focus and responses.

4.2 Operational Structure

Figure 4-2 outlines the operational structure of the Agriculture Unit. The management team is composed of the Director of the Agriculture Unit and the leaders of the five task teams. These are assembled based on individual expertise and work demands. Staff members may belong to multiple teams.

Figure 4-2 Agriculture Unit Operational Structure



4.3 Managing Strategic Functions and Teams

4.3.1 Ensuring coherence between teams

The Director of the Agriculture Unit will be responsible for leading the Unit and managing internal operations, including the task teams and technical pillar focal points. Nonetheless, all the Unit activities will be managed within the context of the five task teams, which are empowered to take a lead role on implementing their strategic work programme.

A management team composed of the Agriculture Unit Director and the five team leaders will support the management and maintain the coherence of the task teams. Coherence is particularly important because of the complementary nature of the strategic functions. This will require substantial coordination of activities across task teams and integration of activities in line with CAADP implementation activities being undertaken by partner institutions, especially the AUC, RECs and pillar institutions. The Agriculture Unit Director will lead the team, but the biweekly meetings will be chaired on a rotating basis. This will allow meetings to be held regularly even if the Director is not present.

The purpose of the management team is to enable a frequent, regular review of task team deliverables, as well as planning and information sharing. The management team's work is not meant to be administrative, but should focus on the substantive issues related to implementation of the work programme. The management team will serve as an important forum for addressing issues that arise between team and strategic functions.

4.3.2 Monitoring and evaluation and the learning system

The Agriculture Unit will monitor progress on the achievement of goals and ensure ongoing learning and adjustment to refine the Unit's functions and processes. Adoption of a continuous learning approach is essential to the Unit's internal monitoring and evaluation. It will focus on translating lessons learned into more effective work programmes and team organisation, primarily through quarterly and annual reviews.

Quarterly review meetings, a minimum of two days each, will involve the full participation of Agriculture Unit staff. These reviews will allow the Unit to take stock of progress, identify blockages in CAADP implementation, assess the Unit's mode of working and identify required solutions or adjustments. These meetings will also provide an opportunity for planning the next quarter's work programme. A key output will be lessons learned to be applied in the following quarter or beyond. Quarterly reviews are meant to give staff a chance to explore whether "we are doing things right" and develop the appropriate short-term responses for the following quarter.

The Unit will also hold an annual retreat to review delivery on expected outputs and more systematically assess the functions, roles and processes of the Unit, which will guide the following year's work programme. This meeting will provide an opportunity for staff to revisit approaches and methodologies and make changes as needed. Collecting lessons learned over the course of the year facilitates their more systematic application to the following year's work programme. The primary output of the annual retreat will be a work programme and any required adjustments to Unit processes and functions.

The Agriculture Unit will also benefit from learning opportunities created by the forums that review CAADP implementation. This will include the periodic partnership platform and the Africa Partnership Forum meetings as well as any external evaluations of CAADP work related to the Unit. Such forums or initiatives are expected to provide useful feedback on the Unit's contribution to CAADP implementation, which will help in refining its work programme and approaches.

4.3.3 Capacity and competency development

The Agriculture Unit will support comprehensive capacity development to ensure performance and achievement of Unit goals. Capacity development approaches will be based on the regular assessment of gaps, which will be addressed through interventions to build staff skills and competencies, adjustments to the long-term human resource plan, or external partnerships to bring in needed capacity. The Unit's performance management system underpins capacity development and will be used as a basis for highlighting gaps and identifying the appropriate human resources structure. Measures to improve capacity will include:

- **Building staff skills and competencies.** The Unit will adopt a learning process approach, with the Unit as the core learning group. Quarterly review meetings will be used to identify skills gaps and support required for short-term skills development. This support will be tailored to a specific staff work output.
- **Human resource planning.** Larger scale capacity gaps may require adjustments to the Unit's human resource configuration. Human resource requirements will be reviewed yearly during the annual retreat, leading to an updated human resource plan. The plan will be linked to the annual work programme and tied to discussions around budgets.
- **External partnerships.** Where possible, partnerships will be leveraged to build capacity in areas where the Unit is weak. Partnerships can also provide an alternative mechanism for addressing gaps in human resources. Such external partnerships will take place through the task team structure, with partners providing members to participate in the expanded task teams.

4.3.4 Administration

The Agriculture Unit operates within the broader NEPAD administrative structure, which is serviced by the Development Bank of South Africa (DBSA). It has signed a memorandum of understanding with the Government of South Africa to facilitate core management and administrative functions of the NEPAD Secretariat, including human resource functions and financial management.

The Agriculture Unit will continue to rely on the DBSA administration to facilitate programmes. This will include facilitation of contracts between NEPAD and external partners, procurement of goods and services and record keeping, including financial records. The DBSA administration will also serve as the custodian of all records, which includes maintaining an inventory of the Unit's assets, almost exclusively comprised of office equipment.

4.4 Governance

The Agriculture Unit programmes derive their overall mandate from the AU. The Unit is accountable to the NEPAD Secretariat management, chaired by the Chief Executive Officer. The Secretariat is accountable to the NEPAD Steering Committee, which consists of representatives of the NEPAD Heads of States and Government Implementation Committee Advisors. Through its chairperson, the NEPAD Steering Committee reports to the NEPAD Heads of State and Government Implementation Committee on progress in implementing programmes. Decisions on CAADP approved by the NEPAD Heads of State and Government Implementation Committee filter into the AU assembly and are endorsed as collective AU decisions.

4.5 Resources

Funding to implement the strategic plan will come from a range of sources, including the NEPAD Secretariat's core operating budget and donor partner funding. However, a key principle of the strategic plan is to move away from tied or special-interest funding and towards direct funding of the work programme. As such, the NEPAD Secretariat will work closely with development partners around the new strategy and yearly work programmes, with a view to identifying specific opportunities where such partners can provide both financial and non-financial support.

Another key principle calls for resources (financial and non-financial) to be at the direct service of the work programme. This underlies a clear intention to cease secondment arrangements in which staff have external terms of reference. While secondments in certain situations may serve a useful purpose, it must be clear that the terms of reference of seconded staff will be within the context of the Unit's work programme, with staff reporting directly to the Unit Management Team and ultimately the Unit Director.

4.6 Strategic Partnerships and Collaboration

NEPAD and, indeed, the CAADP have been developed with an inherent character which embraces PARTNERSHIPS as a core principle in the CAADP agenda. The key principle and related commitments to mutual partnership across the various sectors and institutional arrangements underline key values in development and social/human interactions, including issues of transparency, accountability and shared benefits. Discussed below are some of the key partnership aspects identified as critical to delivering on the CAADP implementation.

4.6.1 AUC–NEPAD collaboration and synergies on implementation of the CAADP agenda

Within the context of the NEPAD agenda being a programme of the Africa Union and, as per the decision of the AU summit on the AUC – NEPAD integration, this strategic plan recognises the AUC as key strategic partners and this strategic plan as an integral component of the AU and AUC agriculture and rural development work programme. The relationship and interaction is expected to evolve with greater clarity on the specific complementarities and synergies along the two institutions' comparative strengths. NEPAD Agriculture Unit will continue to engage and strengthen collaboration with the AUC on various aspects of CAADP implementation to the level of joint programming on responsibilities, such as resource mobilisation, and coordination functions within the context of the CAADP Partnership Platform.

4.6.2 Linkages and collaboration with other NEPAD units

NEPAD has several units that relate to the strategic areas identified as critical to Africa's comprehensive and broad-based development agenda. These include Science and Technology, Health, Education, Water and Infrastructure, Environment and Agriculture, among others. The Units were inherently conceptualised and developed as mutually exclusive and as being key components of the continent's development thrust. This understanding underlines the inter-linkages among these Units. While all the Units would be valuable with regard to synergies and complementarities, the Agriculture Unit recognises and will specifically pursue direct collaboration and joint activities with various NEPAD Units, especially Environment, Water and Infrastructure, Gender and Communication. The NEPAD Agriculture Unit is already actively working with the Environment and Infrastructure Unit on various issues of common interest and commitment.

4.6.3 Other key and strategic partnerships







Partnership is a core principle and value of the CAADP concept. Partnerships are a fundamental element of the means for enhanced collaboration aimed at attaining optimal value in mutual complementarities and synergies and at the same time ensuring a comprehensive and integrated approach to the agricultural and rural development agenda. In an environment where most institutional (public as well as private) are so fragmented, CAADP aims to add value to the development agenda by facilitating and supporting modalities that will stimulate inter-sectoral and inter-disciplinary collaboration as well as vertical and horizontal linkages and collaborations, especially with regard to empowering local communities and grassroots players. It is in this context that the NEPAD Agriculture Unit pays particular attention to outlining and pursuing strategic partnerships. These include special attention to partnerships with farmer organisations, international and regional research and knowledge institutions and agriculture and rural development related civil society organisations (including faith organisations). These partnerships recognise and will build on the different strengths and capabilities of such organisations.

Included among the international and development partner organisations NEPAD Agriculture Unit will undertake to elaborate and up-date strategic partnership arrangements with are such institutions as the International Development Banks, UN technical agencies and the CGIAR centres. A specific example of such a partnership includes TerrAfrica (www.terrafrica.org) which NEPAD is co-chairing with the World Bank and for which NEPAD is taking up Secretariat responsibilities.

5 Results Framework

5.1 Linkage between NEPAD Secretariat Agriculture Unit and Higher Level CAADP Outcomes

The Intermediate Outcomes of NEPAD Secretariat's Agriculture Unit have been designed to support and further the strategic vision and broader programmatic outcomes of CAADP. The following chart illustrates this alignment:

Agriculture Unit: Intermediate Outcomes		Higher Level CAADP Outcomes
Overall Ag. Unit Goal: Support regional and country level stakeholders in designing and implementing high quality agricultural investment programmes		Overall CAADP Goal: 6% annual growth in agricultural productivity, poverty reduction
<ul style="list-style-type: none"> • Country roundtable processes that revolve around the development, implementation and continuous improvement of national agricultural investment programmes in place • CAADP Pillar Frameworks operationalised • Technical expertise leveraged to support national and regional CAADP implementation 		<ul style="list-style-type: none"> • Development of quality agricultural investment programmes within the CAADP framework at the country level • Mechanisms for supporting CAADP implementation at the country level (country roundtable process, pillar frameworks) fully developed and operationalised at the regional and national level
<ul style="list-style-type: none"> • Collecting, synthesizing and sharing information on CAADP related processes; • Ag. Unit acting as an information clearinghouse on CAADP implementation at the continental level 		<ul style="list-style-type: none"> • African stakeholders are well informed of the CAADP agenda and implementation status • CAADP implementing partners able to access CAADP related knowledge or information and apply it in their own CAADP implementation processes
<ul style="list-style-type: none"> • CAADP implementation and impact monitored at regional and national level • CAADP implementation progress monitored and tracked at the continental level • Facilitate learning as a result of feedback from CAADP monitoring and assessment 		<ul style="list-style-type: none"> • CAADP implementation and impact is regularly monitored and assessed • Feedback generated by monitoring system used by CAADP partners to refine CAADP implementation processes
<ul style="list-style-type: none"> • International and regional partnerships in place and providing support to CAADP implementation • Increased resources mobilized from international and regional partners to support CAADP implementation 		<ul style="list-style-type: none"> • Greater and more effective use of physical, financial and human resources from regional and global partners in support of CAADP implementation • Alignment of development and private sector partner strategies around CAADP pillar and country priorities
<ul style="list-style-type: none"> • Development and dissemination of African perspectives on key issues affecting African agricultural development; • New thinking on issues affecting CAADP and the evolution of the CAADP agenda 		<ul style="list-style-type: none"> • Enhanced African ownership and articulation of emerging issues linked to the CAADP agenda and to agricultural development in Africa • Stimulation of debate and scholarship around CAADP core issues (nationally, regionally and globally)



5.2 NEPAD Secretariat Agriculture Unit Results Framework

Intermediate Outcomes	Key Performance Indicators	Sources of Information	Critical Assumptions
<p>Overall Goal: Support regional and country level stakeholders in designing and implementing high quality agricultural investment programmes</p>	<ul style="list-style-type: none"> • Number of countries that have developed agricultural investment programmes within the CAADP framework • Number of partners actively engaged in roundtable process 	<ul style="list-style-type: none"> • Ag. Unit reports • RECs and National CAADP Focal Points • Partnership MoUs 	
<p>Promoting CAADP principles in CAADP implementation processes and resulting investment programmes</p>			
<ul style="list-style-type: none"> • Country roundtable processes that revolve around the development, implementation and continuous improvement of national agricultural investment programmes in place • CAADP Pillar Frameworks made operational • Technical expertise leveraged to support national and regional CAADP implementation 	<ul style="list-style-type: none"> • Development and adoption of consensus document on CAADP roundtable process concept by mid 2008 • Number of country roundtable processes adhering to roundtable process concept • Completion of pillar framework documents by end 2008 • Number of countries with investment programme reflecting elements of pillar frameworks • Number of countries accessing technical assistance from pillar institutions 	<ul style="list-style-type: none"> • Ag. Unit reports • RECs and National CAADP Focal Points • Partner institution reports 	<ul style="list-style-type: none"> • Consensus and commitment to country roundtable process sustained • Partnerships and technical expertise are effective at improving quality of agricultural investment programmes

Intermediate Outcomes	Key Performance Indicators	Sources of Information	Critical Assumptions
Managing Communication and Information in support of CAADP Implementation and partnership			
<ul style="list-style-type: none"> Collecting, synthesizing and sharing information on CAADP related processes; Ag. Unit acting as an information clearinghouse on CAADP implementation at the continental level. 	<ul style="list-style-type: none"> Increase in CAADP's on-line presence through dedicated websites or specialized content for other websites Number of policy briefs developed and disseminated Number of communication products (newsletters, updates, reports) released by Ag. Unit Number of CAADP information/ knowledge sharing events convened by the Ag. Unit Number of partners adopting lessons learned in CAADP implementation processes or agricultural investment programmes 	<ul style="list-style-type: none"> Ag. Unit quarterly and annual reports NEPAD and partner institution web-sites Ag. Unit publications Workshop reports RECs and National CAADP Focal Points 	<ul style="list-style-type: none"> Availability of information for collection and dissemination Stakeholders receptive to Knowledge sharing and information methodologies are effective at reaching
Facilitating and coordinating monitoring and evaluation of CAADP implementation, including impact assessment and facilitation of lesson sharing and peer review			
<ul style="list-style-type: none"> CAADP implementation and impact monitored at regional and national level CAADP implementation progress monitored and tracked at the continental level Facilitate learning as a result of feedback from CAADP monitoring and assessment 	<ul style="list-style-type: none"> Frequency of Ag. Unit reports on CAADP implementation and level of data content and analysis Change in the number of countries included in budget/expenditure tracking initiative Number of national systems comprehensively monitoring CAADP impact and generating data comparable across countries Frequency of M&E learning events or missions convened by the Ag. Unit and level or country/partner participation 	<ul style="list-style-type: none"> Ag. Unit publications Ag. Unit quarterly and annual reports National data systems and reports RECs and CAADP Focal Points Workshop reports 	<ul style="list-style-type: none"> Partners and countries committed to use of CAADP impact monitoring and evaluation to improve agricultural investment programmes and CAADP implementation



Intermediate Outcomes	Key Performance Indicators	Sources of Information	Critical Assumptions
Partnership and coalition building to link resources with agriculture investment programmes			
<ul style="list-style-type: none"> International and regional partnerships in place and providing support to CAADP implementation Increased resources mobilized from international and regional partners to support CAADP implementation 	<ul style="list-style-type: none"> Number and type of partnerships developed with Ag. Unit assistance Amount or type of resources leveraged through partnerships Number of countries requesting and accessing partner resources Change in number of development partners aligned around CAADP 	<ul style="list-style-type: none"> Development partner reports Partnership MoUs RECs and National CAADP Focal Points 	<ul style="list-style-type: none"> Partners follow through on resource commitments Partnerships are sustained over the long term Increased commitment of domestic resources at the national level
Harnessing key thinking and experience on African agriculture issues to articulate African perspectives and contribute to the evolution of the CAADP agenda			
<ul style="list-style-type: none"> Development and dissemination of African perspectives on key issues affecting African agricultural development; New thinking on issues affecting CAADP and the evolution of the CAADP agenda 	<ul style="list-style-type: none"> Number of working papers or academic papers produced as a result of Ag. Unit support Number of events convened by the Ag. Unit emerging issues 	<ul style="list-style-type: none"> Ag. Unit quarterly and annual reports Participant publications Workshop reports 	<ul style="list-style-type: none"> Stakeholders willing to use new thinking and African perspectives in policy making and investment decisions Commitment to the evolution of the CAADP agenda