



©FAO/Christian Manthe

# MAINSTREAMING IMPLEMENTATION INSTRUMENTS INTO THE COMPREHENSIVE AFRICAN AGRICULTURE DEVELOPMENT PROGRAM (CAADP)

May 2020

SDGs:



Countries: African Union (AU) Member States

Project Codes: TCP/RAF/3610

FAO Contribution: USD 476 000

Duration: 11 April 2018 - 31 December 2019

Contact Info: FAO Regional Office for Africa

FAO-RAF@fao.org



### Implementing Partners

African Union Development Agency-New Partnership for Africa's Development (AUDA-NEPAD) – NEPAD Planning and Coordination Agency (NPCA).

### Beneficiaries

CAADP Team at the AUDA-NEPAD Planning and Coordination Agency (NPCA); CAADP Support Unit of the AU Directorate for Rural Economy and Agriculture (DREA); Directorates of Regional Economic Communities (RECs) in charge of agriculture and food and nutrition security (ECOWAS, COMESA, IGAD, ECCAS, SADC, IOC and EAC); Ministries of Agriculture of AU Member States; parliamentarians and policy-makers; research institutes and academia; private sector enterprises; farmers organizations; civil society organizations.

### Country Programming Framework (CPF) Outputs

The project contributed to FAO's Regional Initiatives for Africa, which call to (i) accelerate action by countries in the fight against hunger (Africa's Commitment to End Hunger by 2025); (ii) promote inclusive, sustainable, innovative production, value chain development and post-production practices and; (iii) strengthen resilience among vulnerable farming and pastoral communities.



## BACKGROUND

Given that agriculture is an important driving economic force of all African economies, many national, subregional and regional cooperation efforts on sustainable agricultural development have been at the top of the agendas of African countries as they work towards the 2030 Agenda for Sustainable Development, especially in relation to tackling the continent's high rates of poverty and food insecurity and malnutrition. Acute and chronic malnutrition among children, in particular, represent considerable socioeconomic hardships and forgone opportunities for sustainable economic growth, shared prosperity and the right to food for all. Against this backdrop, the African Union (AU) Comprehensive African Agriculture Development Programme (CAADP), established by the AU Assembly of Heads of State and Government through the 2003 Maputo Declaration on Agriculture and Food Security in Africa, was developed to improve food security and nutrition and increase incomes throughout Africa's largely agriculture-based economies. The CAADP aims to reposition agriculture at the centre of Africa's development agenda and has, since 2003, enabled countries to address key transformational issues embedded in, or closely linked to, agriculture. Many countries have improved agricultural development planning and policy design processes, with over 40 of them implementing National Agriculture and Food Security Investment Plans (NAFSIPs). Likewise, Regional Economic Communities (RECs) are adding value to national initiatives through the formulation and implementation of Regional Agriculture and Food Security Investment Plans (RAFSIPs).

The CAADP is recognized as the flagship strategy guiding agricultural development in Africa, tailored to and driven by each country. Even though new investment streams have been identified and average public expenditure for agriculture doubled since the adoption of the CAADP, not all countries follow this trend. Private investment for agricultural development has been constrained by insufficient enabling environments and intersectoral coordination of agricultural, trade and industrial development plans to incentivize investments. In addition, lending risks associated with the uncertainty and variability of agricultural outputs and incomes, insecure land tenure issues, gender inequality in access to credit and disincentives to lend to rural, unemployed youth have prevented the African agricultural development agenda from being more inclusive. Low investment in agricultural research and slow adoption of modern farming, mechanization and post-harvest technologies have impacted productivity, which has grown at half the rate of agricultural sectors in other developing regions.

African countries have carried out policy and institutional reforms for agricultural development, and many have promoted national strategies that have spurred agricultural growth rates up to 4 percent per year, while others have recorded growth exceeding the CAADP target of 6 percent. Still, much of this can be attributed to expansion of cultivated areas, increased livestock assets and more labour force participation; little has been attributed to increased productivity and transitioning from low value-added commodities to higher added-value crops. Food production continues to be outpaced by growing demand fuelled by rapid population, income and urbanization growth. This, coupled with Africa's food and agricultural imports increasing by 15 percent annually since 2000, explains the high prevalence of African net food-importing developing nations, a situation that diverts resources from domestic investment and job creation and increases vulnerabilities to market and climate shocks for Africa's poorest.

A necessary shift was discussed through high-level multi-stakeholder consultations during the AU's Year of Agriculture and Food Security (2014), marking the tenth anniversary of the CAADP, and which led to adopting the 2014 Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods (2014 Malabo Declaration). By accelerating the implementation of the CAADP and mainstreaming its objectives within regional and national contexts, the 2014 Malabo Declaration proposed a new CAADP Results Framework (CAADP-CRF) that provides guidance on strategic programming, budgeting, implementation, efficiency and accountability for strategic outcomes and impacts.

This repositioning of the CAADP will help coordinate and streamline efforts on transforming agricultural systems for sustained inclusive growth and strengthening capacities to implement and deliver results as part of the 2025 vision for Africa's agriculture. The CAADP-CRF is an integral part of the sustainable and inclusive development efforts guiding the AU Agenda 2063: Promoting Investments in African Agriculture (AU Agenda 2063), and the development, planning, alignment and implementation of these investments shall be, in great part, facilitated by interinstitutional fora and web-based platforms for capacity development, knowledge transfer and strategic business solutions.



## IMPACT

By working towards a common understanding and definition of priorities for African agricultural development, the project facilitated multi-stakeholder discussions leading to the prioritization of thematic areas of work, identification of lessons learned, policy and institutional bottlenecks to address and the preparation of web-based training and reference modules using a common language. In addition, the project engaged with NEPAD actors and RECs to strengthen the enabling environment and vision to mobilize new resources, both public and private.

The stakeholder-driven implementation of the CAADP agenda will be facilitated, and will therefore translate into more informed, coordinated and responsive policy, legislative and regulatory enabling environments, which can foster innovative sustainable development policies.

This will enable African countries to diversify their streams of development finance for agricultural development and have a common platform through which to operationalize the CAADP and build on each other's elements of success as they deliver on their commitments from the 2014 Malabo Declaration. These policy coordination and implementation mechanisms shall represent strategic pillars upon which African countries can work to foment sustainable and inclusive agricultural growth, economic diversification, poverty reduction and increased levels of food security and nutrition.

## ACHIEVEMENT OF RESULTS

In light of the lessons learned since 2003 on supporting the CAADP implementation in Africa, there has been a clear need to enhance the diagnostic tools and their periodic and effective utilization to strengthen decision making in a continuous manner and based on harmonized implementation instruments. As such, the document entitled “The CAADP Programme of Work – Operationalizing the Malabo Declaration and CAADP implementation Strategy and Roadmap”, adopted in 2015 by AU Heads of State and Governments, underscores a new direction for CAADP implementation, emphasising four shifts in implementation strategy in order to guarantee a more holistic approach to sustainable agricultural development in Africa.

By moving from planning to implementation with concrete results in the medium and long term, the document stresses the need for the CAADP to promote (i) the implementation of specific economic policy measures and instruments, (ii) the development and dissemination of thematic and commodity-specific guidelines, and embracing strategic crosscutting issues to empower and facilitate more inclusive agri-food value chains, regional development clusters, economic activity corridors, sustainable agricultural trade, nutrition-sensitive agriculture, climate change adaptation, gender-sensitive policies and promotion of decent rural and youth employment, and (iii) the implementation of innovative financing mechanisms and public-private partnerships to diversify development finance streams and leverage more investment opportunities.

Given that the CAADP Results Framework is an integral part of the AU Agenda 2063, as it defines the role of agriculture in the broader agenda, it serves as a guide to developing, planning and implementing priority investments and fostering strong alignment and harmonization of initiatives that are geared to developing agriculture in an innovative fashion and aimed at ensuring shared prosperities from this development. Levels 1-3 of the CAADP Results Framework served as the building blocks of the CAADP Implementation Instruments Learning Platform, such that all components of the web-based platform helped push forward the project’s results in a way that all users could work under the same guidance mechanisms, share a common vision and technical language and be encouraged to build on each other’s opportunities for cooperation.

The instrument-based approach (IBA) in the development of National Agricultural Investment Plans (NAIPs) was very well received and deemed unprecedented by country governments and all other representatives of the public, private and civil society, research and academic sectors who will be using the platform.

With the web-based CAADP Implementation Instruments Learning Platform available, operational and well received by users, it is important to note that a successful application and use of the platform resides in the effort put by users. As such, the full nature and scope of this particular output may only be seen in the short to medium term, although early indications suggest that users will reap the full scope of benefits and will further foster cooperation between countries.

The smart policy instruments introduced for the implementation of CAADP investments plans will empower countries in delivering on the 2014 Malabo Declaration and the Sustainable Development Goals (SDGs). These strengthened capacities at the NPCA represent a systematic approach to investment planning that provides governments of Member States with a step-by-step process for formulating and implementing NAIPs. In doing so, this web-based platform is both a channel and an entry point for further ideas to materialize. To this end, FAO’s Investment Centre took the opportunity to present the 3ADI + Approach (Accelerator for Agriculture and Agro-Industry Development and Innovation) which, during the November 2018 AU-NEPAD joint planning coordination retreat on improving delivery of the 2014 Malabo Declaration alongside RECs, created further engagement among users with the web-based platform.

In order to catalyse the CAADP implementation process and accelerate delivery on the commitments made during the 2014 Malabo Declaration, the project deemed necessary for the CAADP Results Framework to be complemented by a compendium of innovative, concrete and flexible implementation instruments linked to Level 2 and 3 results of the CAADP Results Framework. Against this backdrop, RECs and governments will access a repository of knowledge and good practices that will help them enhance the quality of their policies, institutional reforms, and agriculture public expenditures, thereby contributing to sustainable impacts and pan-African integration. As a result, farmers, farmers’ organizations and agricultural entrepreneurs stand to benefit from the implementation of financing, regulatory, public-private partnership schemes and other policy instruments that will strengthen the linkages and connection to inputs, financial services and access to new markets.

After a successful planning, design, implementation and documentation of project activities, the guidelines to mainstream the Compendium of Policy Implementation Instruments into the CAADP results framework stand ready to propel forward the implementation of NAIPs, diversify and increase public and private development finance streams, strengthen and diversify agri-food value chains and broker alliances and partnerships in order to actively contribute to inclusive growth, the diversification of livelihoods, poverty reduction, and food security and nutrition.

Overall, multi-stakeholder capacities were enhanced to develop, streamline and apply policy, programmatic and operational implementation measures to foster the achievement of the strategic impacts of the CAADP. With improved articulated frameworks and more coordinated institutions throughout the African continent, the policy, legislative, regulatory and investment enabling environments within and between countries are better able and informed to operationalize the CAADP.

### IMPLEMENTATION OF WORK PLAN

The implementation of the work plan was successful, delivering on all activities as planned and obtaining the key results envisioned. However, there were delays at the outset of the project due to the timing of internal approvals, which slightly reduced the time to carry out the more substantive tasks around identifying the material and agreeing on a shared vision for the web-based platform. Nonetheless, these tasks were completed in time and to the satisfaction of all stakeholders concerned. Moreover, due to the particularly wide geographical and thematic scope of this project involving stakeholders and participants spread out across the African continent, certain activities that required the active participation of all stakeholders were delayed in the sense that less time than planned was available to complete these tasks, but they were still satisfactorily completed by the project's closure.

The project's multiple and interconnected activities were also duly implemented within the planned budget, although in the course of the implementation stage minor budgetary reallocations between budget lines took place to more accurately reflect the shifting needs of key activities as they progressed.

The project's risk management was likewise well carried out, especially in light of having identified a focal point within the project who specifically supported day-to-day programmatic and operational bottlenecks and served as a timely interlocutor between FAO and AUDA-NEPAD and between the project and wider group of stakeholders. Most importantly, the project was designed so that all its activities would build on and be fully integrated into ongoing or planned CAADP processes that enjoyed political and technical buy-in from a majority of stakeholders involved in this project as well.

### FOLLOW-UP FOR GOVERNMENT ATTENTION

The CAADP Implementation Instruments Learning Platform is positioned to continue hosting and facilitating multi-actor policy and investment processes that will span a vast menu of thematic areas across the wider African continent, not least since it has been praised and well received by all users who will interact with it. From agricultural trade, development finance and nutrition-sensitive agricultural investments, to adaptation to climate change, mainstreaming gender-sensitive approaches into CAADP processes and fomenting rural and youth employment, among other areas of work, the CAADP platform will continue being enriched and facilitated by broad technical consultations to which FAO and AUDA-NEPAD may be called to advise.

In light of this, AU-NEPAD, AU Member States and RECs are also encouraged to help in identifying and facilitating funding and expertise to help meet the demand for more nuanced capacity development assistance interventions that will be required moving forward. This is in order to ensure that the IBAs to developing and formulating NAIPs expands to all African countries and all actors involved in policy, implementation and investment decisions for innovative and sustainable agricultural development.

In order to ensure continued support to the CAADP Implementation Instruments Learning Platform, the project has identified two technical cooperation project proposals that can serve as subsequent phases of technical and financial support to the CAADP agenda. The first project proposal aims to mobilize additional FAO resources for the continued growth of the CAADP platform, while the second project proposal aims to support a long-term CAADP-specific agenda of processes and initiatives, such that AUDA-NEPAD and FAO can assist countries and regional bodies with scaling up the formulation of IBAs to develop NAIPs across the African continent. Both project proposals are still in a conceptualization stage.

Given that the CAADP Results Framework is an integral part of the 2014 Malabo Declaration and, more broadly, the African Union Agenda 2063, all project activities were aligned to medium and long-term goals that will require close monitoring, assessments and investments by AUDA-NEPAD, governments and RECs moving forward.

## SUSTAINABILITY

### 1. Capacity development

The CAADP Implementation Instruments Platform was designed and implemented to provide guidance and tools to those who formulate, review and implement agriculture and food and nutrition security investment plans at regional and national levels. This web-based portal has been successfully launched and its users duly trained on its functionality and scope. The platform's end users have also been trained on finding, interpreting, improving and sharing guidance materials through research tools and methodologies, software, case studies, good practices and networks. In this regard, the project is adequately embedded in organizational structures that will ensure these initiatives continue beyond the project. By enhancing user capacity to develop, mainstream and utilize priority and stakeholder-driven implementation measures to foster the CAADP agenda at continental, regional and country levels, the project's capacity development initiatives focused on the following.

- Developing and disseminating client-oriented support mechanisms through which key stakeholders and beneficiaries can find practical guidance and resources on a range of strategic topics that guide the operationalization of the CAADP agenda.
- Providing technical assistance to the ECOWAS Directorate of Agriculture to support its member countries in reaping the full benefits of the tools and resources available on the web-based platform, as well as to organize and enhance the quality of the preparation of the national agriculture and food security investment plans (NAFSIPs). From this support to ECOWAS, the resulting experiences are now able to provide a model for how other RECs can provide effective support to their member countries in implementing their next phases of NAFSIPs.
- Enabling RECs and governments to access a compendium of knowledge and good practices to inform their policies, institutional reforms and agriculture public expenditures.
- Incentivising public and private financial institutions to expand their services to all actors along agricultural value chains.

Moreover, the development of the CAADP Compendium of Implementation Instruments, inspired by the Food and Agriculture Policy Classification developed by FAO, ensured that AUDA-NEPAD technical and planning capacities, alongside governments and RECs, would be strengthened in the following areas of work.

- Identifying consumer-oriented instruments aimed at improving food security and nutrition outcomes, including social protection schemes, market support programmes, women and youth training programmes, modification of fuel tax initiatives, ecosystem restoration ventures and nutrition and health assistance interventions, among others.
- Identifying producer-oriented instruments to support smallholders, including public procurement initiatives with essential price floors for essential goods, provision of productive inputs and smart subsidies to smallholders, reinforcement of extension services, market support measures, implementation of natural resources management regulations and ideas for institutional and organizational transformation.
- Mainstreaming trade and macroeconomic instruments aimed at supporting consumers and producers, including sensible changes and/or discussions on food import tariffs, export restrictions, technical barriers to trade, free trade agreements and monetary and fiscal policies.
- Assessing existing and new strategic planning, monitoring and evaluation and knowledge management instruments in order to carry out stocktaking exercises, facilitate decision-making processes, streamline implementation of policies and initiatives and ensure process evaluations to respond to policy constraints or opportunities for scalability or replicability.



That being said, the instruments-based approach to support the development and deployment of smart policy instruments in NAIPs are structured to enable the formulators of the NAIPs and explicitly define how the interventions will be implemented to address the bottlenecks and market failures identified in the agri-food sector. As such, the CAADP platform's resources will enable users to assess, negotiate and broker alliances on agricultural trade, agricultural financing, nutrition-sensitive agricultural investments, adaptation to climate change, mainstreaming gender approaches into CAADP processes and promoting rural and youth employment, among other topics.

To this end, the project successfully supported important partnerships that will enable the implementation of the IBA in formulating NAIPs, including with two RECs (COMESA and SDAC), the Forum for Agricultural Research in Africa (FARA), the African Fertilizer and Agribusiness Partnership (AFAP) and several business organizations.

## 2. Gender equality

All of the smart policy instruments promoted, the dialogue platforms facilitated and the knowledge management platforms implemented have contributed to regional declarations, national strategies and multi-stakeholder agreements that are inclusive of all groups of society, in particular rural populations, women and youth. Likewise, all eleven thematic task teams, especially Thematic Task Team 7 on gender-sensitive policies for agricultural development, informed the design, development and implementation of the CAADP Implementation Instruments Learning Platform, ensuring an accurate reflection of gender equality issues. In addition, all learning and outreach materials in this platform used inclusive, gender-neutral language that reflected the very gender-sensitive issues of political, cooperation and investment interest being discussed.

## 3. Environmental sustainability

Given the project's support to national, subregional and regional policy coordination mechanisms, including the facilitation of a knowledge management platform for a more informed and inclusive African agricultural development model, its focus on ensuring environmental sustainability is best reflected in the multi-stakeholder mechanisms, declarations and cooperation platforms supported.

By actively supporting the implementation processes of the CAADP, the 2003 Maputo Declaration, the 2014 Malabo Declaration and the broader AU 2063 Agenda, the project ensured that the specialized knowledge transferred and strategic programming facilitated contributed to these policy instruments, all of which are rooted in a shared vision of environmental sustainability, responsible natural resource management and environmentally conscious investments in agriculture and food systems.

## 4. Human Rights-based Approach (HRBA) – in particular Right to Food and Decent Work

The project provided a pragmatic approach to strengthening institutional and organizational capacities to create an enabling environment for the transformation of the agri-food sector, with strong emphasis on the need for decent rural employment, responsible investments and environmentally sound interventions that, in unison, can actively guide African societies to working towards the progressive realization of their right to food and healthy, sufficient and diversified diets.

The development and implementation of NAIPs will help each country meet its respective commitments under the 2014 Malabo Declaration, which is based on an inclusive path towards shared prosperities from sustained, responsible and innovative agricultural development. Moreover, the IBA to developing NAIPs will ensure that public and private sector actors can work together to strengthen and diversify agricultural value chains in order to generate sufficient, fair and meaningful employment, especially for rural populations, women and youth.

## 5. Technological sustainability

By using a digital platform for stakeholders from across the African continent to inform, guide and assess their processes in developing NAIPs, the project made timely and cost-effective use of information and communications technologies and web-based platforms in order for the constantly evolving CAADP Implementation Instruments Learning Platform to be available in real time and to as wide an audience as possible.

The content uploaded to and facilitated by the web-based platform is based on a robust compendium of best practices on public and private interventions and investments in agri-food systems from all over the world. As such, the technical capacities and specialized knowledge of users around policy, legislative, regulatory and investment enabling environments in Africa are continuously strengthened and updated, in line with the new information and tools added to the platform over time. This not only makes it easier for countries to harmonize results, but also facilitates a more streamlined approach to carry forth joint efforts.

Although the minimum essential capacities to manage and facilitate the web-based platform have been successfully developed within AUDA-NEPAD and other strategic stakeholders, a future, more nuanced capacity development initiative would be necessary to ensure stronger continent-wide adoption and application of IBAs in the formulation of NAIPs.

#### 6. Economic sustainability

The project remained mindful of the need for its activities to become institutionalized and adopted by existing functional mechanisms for all AU Member States and relevant stakeholders to benefit. As such, all materials from the CAADP Smart Policy Instruments Guidance Series on using an instruments-based approach to develop NAIPs have been incorporated into a publicly available web-based platform. The guidance series made available through this platform consists of 14 modules with concrete, applicable and timely prescriptions on mobilising public, private and other forms of development finance to develop NAIPs. All relevant stakeholders who would be expected to engage with this material have been duly trained and encouraged to exchange information and build on each other's lessons learned in a collaborative, mutually constructive and cost-effective fashion. In addition, FAO and the NPCA will continue working together by developing a multi-donor project to support the use of innovative policy measures in implementing the CAADP. The project would provide technical assistance to RECs, governments and other stakeholders in designing and operating relevant implementation instruments and enhancing the governance of the delivery mechanisms on which these instruments rely.



#### DOCUMENTS AND OUTREACH PRODUCTS

- ❑ *Preparing an Instrument-Based National Agricultural Investment Plan*. CAADP Smart Policy Instruments Guidance Series on using Instrument-Based Approach to Develop and Implement National Agriculture Investment Plans (NAIPs) - Part I. Modules 1-5. 2019. (English and French).
- ❑ *Mobilizing Resources to Finance a Structured Investment Portfolio*. CAADP Smart Policy Instruments Guidance Series on using Instrument-Based Approach to Develop and Implement National Agriculture Investment Plans (NAIPs) - Part II. Modules 6-7. 2019. (English and French).
- ❑ *Profiling and Designing Government Support to Priority Value Chains*. CAADP Smart Policy Instruments Guidance Series on using Instrument-Based Approach to Develop and Implement National Agriculture Investment Plans (NAIPs) - Part III. Modules 8-12. 2019. (English and French).
- ❑ *Capacity, System and Organisational Strengthening*. CAADP Smart Policy Instruments Guidance Series on using Instrument-Based Approach to Develop and Implement National Agriculture Investment Plans (NAIPs) - Part IV. Modules 13-14. 2019. (English and French).
- ❑ *Compendium of Policy Implementation Instruments to Integrate into the CAADP Results Framework*. Accra. 2019. (English and French).
- ❑ *FAO, AUDA-NEPAD seek increased support for implementation of Malabo Declaration*. Press release. Johannesburg. 2019. <https://bit.ly/2SAyQBW>.
- ❑ *Introductory Note to the Policy Implementation Instruments*. Accra. 2019. (English and French).



## ACHIEVEMENT OF RESULTS - LOGICAL FRAMEWORK

Expected Impact	Increased contribution of agriculture to inclusive economic growth and reduced rural poverty	
Outcome	Web-based CAADP Implementation Instruments Learning Platform available, operational and satisfactorily utilized by users	
	Indicator	<ol style="list-style-type: none"> <li>1. One set of policy implementation instruments prepared to be mainstreamed and fitted into the CAADP Results Framework (Output 1).</li> <li>2. Completed official ceremony for the launch of the web-based CAADP Implementation Instruments Learning Platform (Output 2).</li> <li>3. High user satisfaction level of the platform and its contents (%) (Output 2).</li> <li>4. Level of technical capacities of the NPCA team required to maintain the CAADP Implementation Instruments Learning Platform (Output 3).</li> <li>5. Number of RECs using the CAADP Implementation Instruments Learning Platform (Output 4).</li> <li>6. Percentage of planned activities carried out (Output 5).</li> </ol>
	Baseline	<ol style="list-style-type: none"> <li>1. 0</li> <li>2. No baseline present (indicator refers to a one-time event in the future).</li> <li>3. No baseline present (indicator refers to a platform with a future launch date).</li> <li>4. No baseline present (indicator refers to the training of staff for a forthcoming platform).</li> <li>5. 0</li> <li>6. 0</li> </ol>
	End Target	<ol style="list-style-type: none"> <li>1. 1</li> <li>2. 1</li> <li>3. 100</li> <li>4. Fully trained NPCA team at AUDA-NEPAD.</li> <li>5. 2</li> <li>6. 100</li> </ol>
	Comments and follow-up action to be taken	<p>The launch event was organized by AUDA-NEPAD with the support of FAO in December 2019. Government officials, AUDA-NEPAD officials, private sector representatives, research and academic institutions and civil society organization representatives attended the event, during which the guidance series and web-based platforms was presented to all stakeholders. All participating sectors approved and expressed unanimous user satisfaction with the guidelines series and the web-based platform.</p> <p>The guidelines to mainstream the Compendium of Policy Implementation Instruments into the CAADP Results Framework at national and regional levels were prepared, covering four goals: (i) formulation of an IBA to develop and implement NAIPs; (ii) mobilize public and private investments; (iii) support value chains; and iv.) build and strengthen institutions.</p>

<b>Output 1</b>	Implementation Instruments are fitted into the CAADP Results Framework		
	Indicators	Target	Achieved
	One set of policy implementation instruments prepared to be mainstreamed and fitted into the CAADP Results Framework.	1	Yes
<b>Baseline</b>	0		
<b>Comments</b>	Activities 1.1. and 1.2 helped guide the development of the guidelines to mainstream policy implementation instruments into the CAADP Results Framework, as carried out in greater detail in Activity 2.3, from which the guidelines were developed and structured into four categories and 14 modules.		
<b>Activity 1.1</b>	Develop the Compendium of CAADP Implementation Instruments		
	Achieved	Yes	
	Comments	Based on a joint exercise of identification, review and assessment, a guide series and menu of policy implementation tools (the Compendium of CAADP Implementation Instruments) spanning different thematic areas of food and agriculture sectors were developed, tested and further improved. The testing of these tools took place during country-specific missions in support of preparing CAADP investment plans in Togo, Ghana, Lesotho, the SADC and the Indian Ocean Commission (IOC).	
<b>Activity 1.2</b>	Fit implementation measures into the CAADP Results Framework		
	Achieved	Yes	
	Comments	The Compendium of Policy Implementation Instruments was successfully aligned to Levels 2 and 3 of the CAADP Results Framework, as follows. <ul style="list-style-type: none"> <li>- Level 2 on performance (implementation, effectiveness, efficiency and accountability): <ul style="list-style-type: none"> <li>- Increased agriculture production and productivity.</li> <li>- Increased intra-African regional trade and better functioning of national and regional markets.</li> <li>- Increased and competitive local value-chain and agro-industry development inclusive of women and youth.</li> <li>- Increased resilience of livelihoods and improved management of risks in the agriculture sector.</li> <li>- Improved management of natural resources for sustainable agriculture.</li> </ul> </li> <li>- Level 3 on results (strategic outcomes and impacts): <ul style="list-style-type: none"> <li>- Effective and inclusive policy design and implementation processes.</li> <li>- Effective and accountable institutions including assessing implementation of policies and commitments.</li> <li>- Strengthened capacity for evidence-based planning, implementation and review, supported by stronger monitoring and evaluation systems.</li> <li>- Improved multi-sectoral coordination, partnerships and mutual accountability in sectors related to agriculture.</li> <li>- Increased public and private investments in agriculture, underpinned by enhanced and rational roles.</li> <li>- Increased capacity to generate, analyse and use data, information, knowledge and innovations.</li> </ul> </li> </ul>	

Output 2	A user-friendly, web-based CAADP Implementation Instruments Learning Platform for strategic users is endorsed by key stakeholders		
	Indicators	Target	Achieved
	<ul style="list-style-type: none"> <li>– Completed official ceremony for the launch of the web-based CAADP Implementation Instruments Learning Platform.</li> <li>– High user satisfaction level of the platforms and its contents (%).</li> </ul>	<ul style="list-style-type: none"> <li>– 1</li> <li>– 70</li> </ul>	Yes
Baseline	<ul style="list-style-type: none"> <li>– No baseline present (indicator refers to a one-time event in the future).</li> <li>– No baseline present (indicator refers to a platform with a future launch date).</li> </ul>		
Comments	All AUDA-NEPAD and government officials, private sector representatives, research and academic institutions and civil society organization representatives who attended the December 2019 launch event expressed satisfaction with the CAADP Implementation Instruments Platform and with the CAADP Smart Policy Instruments Guidance Series given their use of using Instrument-Based Approach to Develop and Implement National Agriculture Investment Plans (NAIPs). Hence, the initial target for user satisfaction level of the platforms and its contents was surpassed, from 70 to 100 percent.		
Activity 2.1	Design the structure of the web-based CAADP Implementation Instruments Learning Platform		
	Achieved	Yes	
Activity 2.2	Comments	The web-based platform and documents for mainstreaming the policy implementation tools into the CAADP were developed and presented to AUDA-NEPAD and government officials, private sector representatives, research and academic institutions and civil society organization representatives who attended the December 2019 launch event.	
	Develop the content of the web-based CAADP Implementation Instruments Learning Platform (linked to Activity 5.3)		
Activity 2.2	Achieved	Yes	
	Comments	A completed and functional web-based platform is now available, although further improvements, based on user needs and user experience, shall continue taking place. FAO has discussed opportunities to continue supporting these improvements in order to ensure greater user satisfaction and continent-wide application.	
Activity 2.3	Develop the Guidelines for Mainstreaming Implementation Instruments into CAADP		
	Achieved	Yes	
Activity 2.3	Comments	<p>A CAADP Smart Policy Instruments Guidance Series on using Instrument-Based Approach to Develop and Implement National Agriculture Investment Plans (NAIPs) was developed. Made up of 14 modules and organized into four categories to guide the development, implementation and monitoring and evaluation of an IBA to develop and implement National Agriculture Investment Plans (NAIPs), the guidance series represents the backbone of the web-based platform and its related functionalities.</p> <ul style="list-style-type: none"> <li>– <b>Formulating IBAs to develop and implement NAIPs:</b> Preparing an Instrument-Based National Agricultural Investment Plan (Modules 1-5).</li> <li>– <b>Mobilising public and private investments:</b> Mobilizing Resources to Finance a Structured Investment Portfolio (Modules 6-7).</li> <li>– <b>Supporting value chains:</b> Profiling and Designing Government Support to Priority Value Chains (Modules 8-12).</li> <li>– <b>Building and strengthening institutional capacities:</b> Capacity, System and Organizational Strengthening (Modules 13-14).</li> </ul> <p>A short introductory note to the tools outlined throughout the 14 modules – which were all made available in English and French – has also been prepared, and a number of countries have already expressed interest in and requested support for developing their own IBA to developing and implementing NAIPs.</p>	
	Incorporate all the materials developed into the web-based learning platform		
Activity 2.4	Achieved	Yes	
	Comments	The web-based learning platform successfully incorporated (i) the Compendium of Policy Implementation Instruments fitted into the CAADP Results Framework; (ii) the materials developed by the various Thematic Task-Teams; and (iii) the Guidelines for Mainstreaming Implementation Instruments into the CAADP.	

Activity 2.5	Endorsement of the CAADP Implementation Instruments Learning Platform by key stakeholders		
	Achieved	Yes	
Activity 2.5	Comments	All AUDA-NEPAD and government officials, private sector representatives, research and academic institutions and civil society organization representatives who attended the December 2019 launch event expressed satisfaction with the CAADP Implementation Instruments Platform and the CAADP Smart Policy Instruments Guidance Series on using Instrument-Based Approach to Develop and Implement National Agriculture Investment Plans (NAIPs).	
	Finalize the Learning Platform design		
Activity 2.6	Achieved	Yes	
	Comments	The platform is now functional and has incorporated the content and design recommendations formulated during the validation workshop with stakeholders, as carried out in Activity 2.5.	
Activity 2.7	Launch the CAADP Implementation Instruments Platform		
	Achieved	Yes	
Activity 2.7	Comments	The launch event for the CAADP Implementation Instruments Platform was organized by AUDA-NEPAD, with the support of FAO, in December 2019 before the project's closure. AUDA-NEPAD and government officials, private sector representatives, research and academic institutions and civil society organization representatives were in attendance and, as part of the event, they received a presentation of the web-based platform and of the CAADP Smart Policy Instruments Guidance Series on using Instrument-Based Approach to Develop and Implement National Agriculture Investment Plans (NAIPs).	
	NPCA's capacity to sustain the web-based CAADP Implementation Instruments Learning Platform is strengthened		
Output 3	Indicators	Target	Achieved
	Level of technical capacities of the NPCA team required to maintain the CAADP Implementation Instruments Learning Platform.	Fully trained NPCA team at AUDA-NEPAD.	Yes
Baseline	No baseline present (indicator refers to the training of staff for a forthcoming platform).		
Comments	The technical capacities of key AUDA-NEPAD personnel who were selected to be in charge of advancing the IBA and its digital platform have been built throughout the project.		
Activity 3.1	Strengthen the capacity of the NPCA staff in charge of managing the learning platform		
	Achieved	Yes	
Activity 3.1	Comments	By developing an action plan for managing the platform and organizing on-site trainings for NEPAD staff in charge of website management, key AUDA-NEPAD staff responsible for the portal were actively involved during the design of the online platform. This has enabled them to understand the aim and functionalities of the platform. These capacity strengthening activities are set to continue, in light of FAO's ongoing working relationship with, and support to, various AUDA-NEPAD programmes, including the CAADP.	
	Provide technical assistance to the NPCA team in charge of managing the learning platform		
Activity 3.2	Achieved	Partially	
	Comments	FAO continues providing technical assistance and backstopping to the process, since only the NPCA team has been fully trained on managing the platform. However, since AUDA-NEPAD may decide to outsource the platform and website management tasks to external service providers, these external collaborators may still require training and assistance as they take up their responsibilities.	
Activity 3.3	Support NPCA to prepare a full project aiming at sustaining the web-based CAADP Implementation Instruments Learning Platform		
	Achieved	Yes	
Activity 3.3	Comments	Two project initiatives have been jointly conceptualized by FAO and the NPCA: <ul style="list-style-type: none"> <li>– A Technical Cooperation Programme (TCP) aiming to mobilize additional FAO resources to continue supporting this process.</li> <li>– A project with a longer-term timeline, which is being developed in order to enable AUDA-NEPAD and FAO to roll out the formulation of IBAs to developing NAIPs and to maintain the digital platform.</li> </ul>	

<b>Output 4</b>	RECs capacity to incentivize Member States in using implementation instruments to achieve CAADP results is strengthened		
	Indicators	Target	Achieved
	Number of RECs using the CAADP Implementation Instruments Learning Platform.	2	Yes
<b>Baseline</b>	0		
<b>Comments</b>	SADC and COMESA have already formulated instrument-based NAIPs. However, further support is required in order to assist other RECs to follow suit and formulate their respective instrument-based NAIPs.		
<b>Activity 4.1</b>	Sensitize RECs and Member States on their respective roles in mainstreaming implementation instruments into CAADP		
	Achieved	Yes	
	Comments	Several RECs were a part of the development of the guideline series during the CAADP Partnership Platform meeting in 2018, during which RECs and Member States discussed their respective roles in mainstreaming the implementation instruments into the CAADP. As a result of this activity, SADC and COMESA have already formulated instrument-based NAIPs.	
<b>Output 5</b>	The project implementation is well coordinated		
	Indicators	Target	Achieved
	Percentage of planned activities carried out.	100	Yes
<b>Baseline</b>	0		
<b>Comments</b>	All planned activities concerning the planning, design, implementation and documentation of the project were successfully completed. However, there were some delays at the outset of the project due to internal clearances and approvals from stakeholders, which decreased the time allotted to complete some of these tasks, which were nevertheless completed in full. In addition, the wide geographic and thematic scope of the project's activities at times meant that not all activities could be completed in the originally time allotted given the need to coordinate between stakeholders and other participants in different countries.		
<b>Activity 5.1</b>	Constitute Thematic Task Teams		
	Achieved	Yes	
	Comments	<p>The Thematic Task Teams were constituted into the following eleven groups, each of them composed of FAO and NPCA personnel and through which the project developed the structure and content for the learning platform.</p> <ul style="list-style-type: none"> <li>– Website structure design; entry points; Compendium of CAADP Implementation Instruments; Instructions for Mainstreaming Implementation Instruments into CAADP (Task Team 1).</li> <li>– Diagnostic to inform policy choices in the design phase (Task Team 2).</li> <li>– Value chains and spatial development initiatives (Task Team 3).</li> <li>– Agricultural trade (Task Team 4).</li> <li>– Nutrition-sensitive agriculture (Task Team 5).</li> <li>– Climate change adaptation (Task Team 6).</li> <li>– Gender-sensitive approaches (Task Team 7).</li> <li>– Decent rural and youth employment (Task Team 8).</li> <li>– Agricultural financing (Task Team 9).</li> <li>– Monitoring and evaluation (Task Team 10).</li> <li>– Public expenditure review (Task Team 11).</li> </ul> <p>Each task team was appointed an FAO and an NPCA focal point, and all teams worked together to identify external experts from other organizations who were willing to join and advise the teams.</p>	
<b>Activity 5.2</b>	Organizing inception meeting		
	Achieved	Yes	
	Comments	The inception meeting was carried out in Johannesburg, South Africa on 9 November 2018, during which all Thematic Task Team members helped build a common roadmap forward for the delivery of project outputs.	

Activity 5.3	Thematic Task Teams workshop	
	Achieved	Yes
	Comments	The workshop, carried out in Johannesburg, South Africa on 9 November 2018, helped develop proposals on the specific content of the platform, as well as systematize the work of Thematic Task Team 1 in order to agree on and finalize the platform's design.
Activity 5.4	Project monitoring and evaluation	
	Achieved	Yes
	Comments	Periodic implementation reports, including a mid-term report, were prepared. In addition, the user satisfaction survey that provided input to the evaluation report was based on evaluations from participants at the December 2019 launch event. With the aim of continuous improvement, AUDA-NEPAD will conduct further user satisfaction surveys in the future as more users access the platform.
Activity 5.5	Project Steering Committee meetings	
	Achieved	Yes
	Comments	Organized on 9 November 2018, the Steering Committee meetings took place on a quarterly basis and were duly attended by representatives from FAO and the NPCA.
Activity 5.6	Project communication	
	Achieved	Yes
	Comments	An array of communication and documentation products on project performance and results were developed, including press releases and success stories published on the FAO corporate website.

**Partnerships and Outreach**

For more information, please contact: [Reporting@fao.org](mailto:Reporting@fao.org)

**Food and Agriculture Organization of the United Nations**

Viale delle Terme di Caracalla

00153 Rome, Italy