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# **Implementation Strategy and Roadmap to Achieve the 2025 Vision on CAADP**

**Operationalizing the 2014 Malabo Declaration on Accelerated African  
Agricultural Growth and Transformation for Shared Prosperity and  
Improved Livelihood**

## **ACRONYMS**

AAS	Agriculture Advisory Services
ACTESA	The Alliance for Commodity Trade in Eastern and Southern Africa
AET	Agriculture Education and Training
AUC	African Union Commission
CAADP	Comprehensive African Agricultural Development Programme
CAADP PP	CAADP Partnership Platform
CFTA	Continental Free Trade Area
COMESA	Common Market for Eastern and Southern Africa
CoPs	Communities of Practice
CSOs	Civil Society Organisations
DPs	Development Partners
EAC	East African Community
ECOWAS	Economic Community for West African States
ICT	Information Communication and Technology
IGAD	Inter-Governmental Authority on Development
IS&R	Implementation Strategy and Roadmap
JSR	Joint Sector Review
M&E	Monitoring and evaluation
NAFSIPs	National Agricultural and Food Security Investment Plans
NPCA	NEPAD Planning and Co-ordination Agency (NEPAD Agency)
NSA	Non-state actor
NTBs	Non-tariff barriers
PHL	Post-harvest loss
RAIPs	Regional Agricultural Investment Plans
R&D	Research and development
RECs	Regional Economic Communities
SAA	Strategic Action Areas
SADC	Southern African Development Community
STC	Specialized Technical Committee
YOA	Year of Agriculture and Food Security

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## 1. Executive summary

The African Union (AU) Heads of State and Government Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods made seven specific commitments to achieve accelerated agricultural growth and transformation for shared prosperity and improved livelihoods:

Overall the Malabo Declaration placed emphasis on implementation, results and impact, building on the achievements of CAADP's first ten years and lessons learnt.

Following the Malabo Declaration, the AU Heads of State and Governments directed the AUC and the NEPAD Agency to develop an implementation strategy and roadmap (IS&R) to guide CAADP and African agriculture from 2015-2025.

A task team produced this IS&R in late November 2014. It was informed by a series of participatory and inclusive stakeholder consultations, a detailed survey carried out amongst Member States, various commissioned reports and a validation meeting. The IS&R will be tabled for consideration and endorsement during the January 2015 AU Ordinary Session of the Executive Council.

The purpose of the IS&R is to facilitate the translation of the 2025 vision and goals of the Malabo Declaration into concrete results and impact. The 2025 vision for Africa's agriculture is '*shared prosperity and improved livelihoods*'.

The IS&R is targeted at state and non-state actors working on or supporting CAADP implementation at all levels: the private sector, farmer organizations, civil society, development partners, the AUC, NEPAD, Regional Economic Communities (RECs) and the specialized technical institutions. It constitutes a set of strategic actions that together aim to achieve the change required to attain the 2025 vision for Africa's agriculture. These changes are organised under two objectives: IS&R Objective 1: Transformed agriculture and sustained inclusive growth; IS&R Objective 2: Strengthened systemic capacity to implement and deliver results.

At the heart of the IS&R are a set of 11 strategic action areas (SAAs). These aim to facilitate and guide, but not prescribe, options for practical actions which will deliver results and impact in support of the 2025 vision and goals.

The 11 SAAs are divided into two groups: four SAAs focus on thematic options that will directly bring about agricultural transformation and sustained growth (IS&R Objective 1):  
SAA 1a: Adopt measures to increase sustainable agricultural production and productivity in an inclusive manner

SAA 1b: Market infrastructure, regional trade and integration, and value chains development

SAA 1c: Increase resilience of livelihoods and production systems to climate variability and change and other shocks

SAA 1d: Strengthen governance of land, water and other natural resources

The remaining seven SSAs will strengthen systemic capacity to enable that transformation and growth to occur (IS&R Objective 2):

SAA 2a: Build and strengthen capacity for evidence-based planning, implementation, review and dialogue

SAA 2b: Review and implement policy and institutional reforms that strengthen leadership, management and technical capacity in agriculture

SAA 2c: Strengthen local ownership and leadership to champion agriculture and CAADP agenda, align coordination and implementation partnerships

SAA 2d: Enhance skills, knowledge and agricultural education

SAA 2e: Strengthen data and statistics for evidence-based planning, implementation, monitoring and evaluation, and review processes

SAA 2f: Establish and institutionalize mutual accountability mechanisms with regular peer reviews and strong dialogue platforms

SAA 2g: Identify and enhance innovative financing models for increased public and private sector finance for agriculture investments along the value chain

To complement the 11 SSAs, the IS&R is also based on a set of crosscutting principles: accountability, evidence-based, transparency, inclusiveness, local ownership and leadership, subsidiarity, sustainability and commercial orientation with a deliberate effort to nurture the domestic private sector.

The modality for the implementation of the 2003 Maputo and 2014 Malabo declaration commitments, as operationalized in this IS&R, will optimize linkages among national, regional and continental mandates.

Core to the successful implementation of this strategy will be strategic engagement of African countries with existing and emerging continental and international communities of practice (CoPs) relevant for the delivery of agricultural transformation.

The AU will take the lead in the implementation of this IS&R. The Non State Actors Coalition on CAADP will be used as a vehicle for civil society organisation engagement.

The implementation of this strategy will require more robust coordination. This IS&R will take steps to improve coordination based on lessons learnt over the last 10 years of CAADP implementation.

The Agricultural Joint Sector Review will be a principal instrument for mutual accountability and reporting on the agreed actions of this IS&R and it will provide the platform for discussing implementation.

Finally, the roadmap presents milestones for implementation, between 2015 and 2025, of the Malabo Declaration. For each of the sub-actions, the roadmap presents the milestones to be achieved over three time periods: short-term (2015); medium-term, 2016-2020; and long-term, 2021-2025. Tracking the progress being made towards the Malabo goals and targets will be via the CAADP Results Framework with indicators linked to the milestones in the IS&R roadmap.

## **2. The context and background for this Implementation Strategy and Roadmap**

### **2.1 Key issues facing African agriculture**

The Africa Union's (AU's) 2014 implementation report "*CAADP: Sustaining the momentum into the next decade*" reviewed the key issues facing African agriculture in the coming decade that required addressing. These included: the challenge of providing for the food and nutrition requirements of the population; economic inequality and poverty in rural areas; high population growth without foreseeable demographic transition; maintaining control over coveted natural resources; and the impacts of globalisation on Africa agriculture, such as climate change, globalisation of markets and the search for new sources of green energy.

### **2.2 Context and process for this Implementation Strategy and Roadmap**

Established by the AU Assembly of Heads of State and Government in Maputo in 2003, the Comprehensive Africa Agriculture Development Programme (CAADP) was developed to improve food security and nutrition and increase incomes in Africa's largely agriculture-based economies. At their 19<sup>th</sup> Ordinary Session in January 2012, the AU Heads of States and Government declared 2014 to be the Year of Agriculture and Food Security (YOA), marking the 10<sup>th</sup> anniversary of CAADP. Thus, the YOA provided an opportunity both to look back at achievements and lessons from CAADP's first 10 years and also to look ahead to what CAADP needs to achieve over the next decade.

Eighteen months of consultations, national, regional and continental meetings involving all AU Member States as well as ministerial meetings, undertaken from 2013 through to mid-2014, culminated in the AU Heads of State and Government Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods.

The Declaration made seven specific commitments to achieve accelerated agricultural growth and transformation for shared prosperity and improved livelihoods:

1. Recommitment to the Principles and Values of the CAADP Process
2. Recommitment to enhance investment finance in Agriculture
  - Uphold 10% public spending target
  - Operationalise the African Investment Bank
3. Commitment to Ending Hunger by 2025
  - At least double productivity (focusing on Inputs, irrigation, mechanization)
  - Reduce PHL at least by half
  - Nutrition: reduce and underweight to 5% and stunting to 10%
4. Commitment to Halving Poverty , by 2025, through inclusive Agricultural Growth and Transformation
  - Sustain Annual sector growth in Agricultural GDP at least 6%

- Establish and/or strengthen inclusive public-private partnerships for at least five (5) priority agricultural commodity value chains with strong linkage to smallholder agriculture.
  - Create job opportunities for at least 30% of the youth in agricultural value chains.
  - Preferential entry & participation by women and youth in gainful and attractive agribusiness
5. Commitment to Boosting Intra-African Trade in Agricultural Commodities & Services
- Triple intra-Africa trade in agricultural commodities and services
  - Fast track continental free trade area and transition to a continental Common External tariff scheme
6. Commitment to Enhancing Resilience in livelihoods and production systems to climate variability and other shocks
- Ensure that by 2025, at least 30% of farm/pastoral households are resilient to shocks
  - Enhance investments for resilience building initiatives, including social security for rural workers and other vulnerable social groups, as well as for vulnerable ecosystems;
  - Mainstream resilience and risk management in policies, strategies and investment plans.
7. Commitment to Mutual Accountability to Actions and Results
- Through the CAADP Result Framework – conduct a biennial Agricultural Review Process

Overall the Malabo Declaration placed emphasis on implementation, results and impact, building on the achievements of CAADP's first ten years. The commitment to accountability in this Declaration is significant. It is an important demonstration of the Continent's resolve to not just deliver results and impact, but also build effective and efficient implementation capacity which also optimise on resource use.

The AU's 2014 implementation report "*CAADP: Sustaining the momentum into the next decade*" notes that: "It would be correct to conclude that the approach and guidelines in the country CAADP implementation process have, so far, resulted in more focus on strengthening planning processes with much of the impact on quality of investment plans... However, as countries finalise the investment plans, the key question becomes - where are the results; what about impact".

In the Malabo Declaration, the AU Heads of State and Governments directed the AU Commission and NEPAD Planning and Coordination Agency to develop an implementation strategy and roadmap (IS&R) to guide CAADP and African agriculture from 2015-2025. The direction to produce an 'implementation strategy and roadmap', not just a strategy, clearly reflected the Declaration's emphasis on implementation, results and impact.

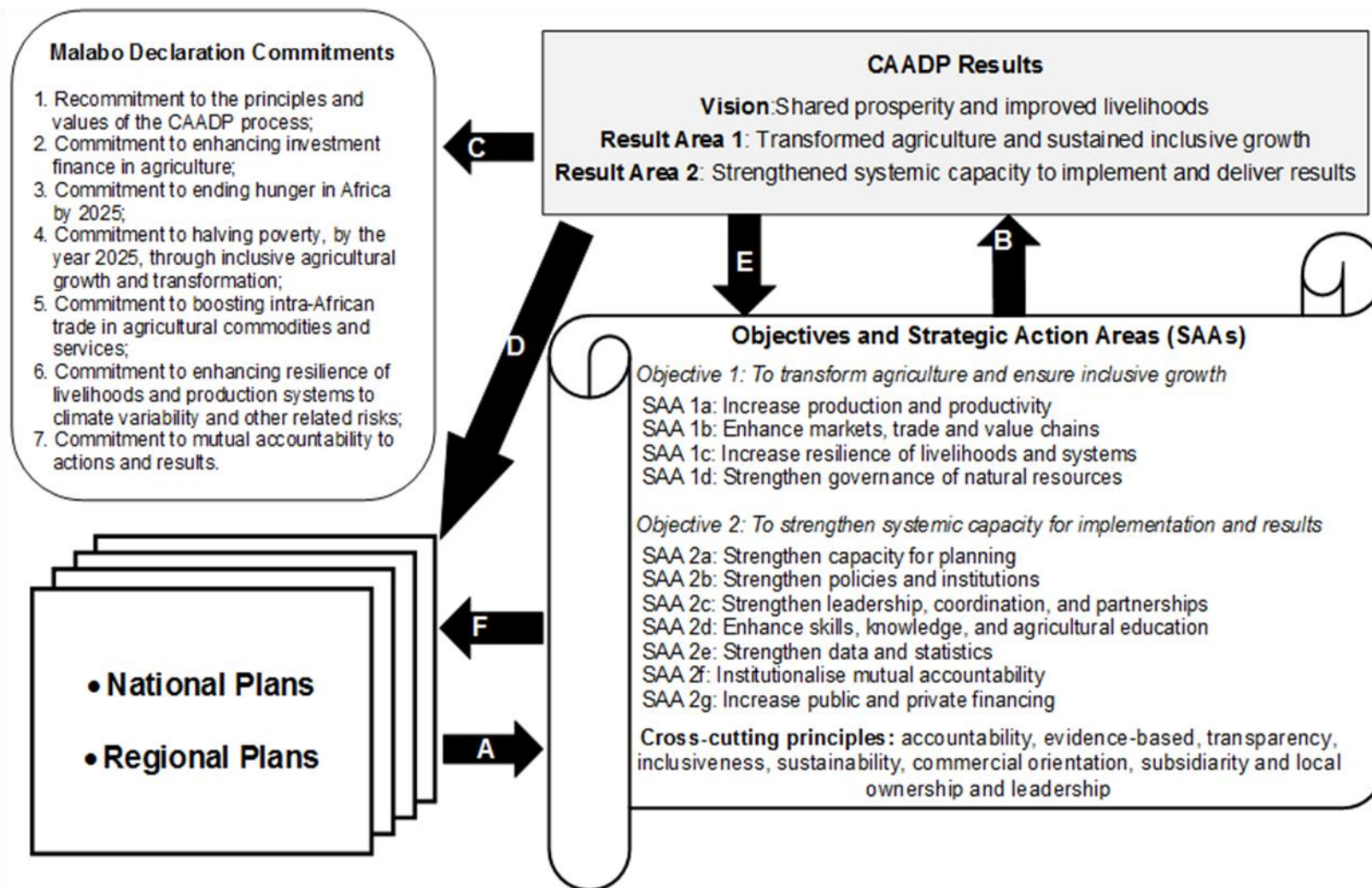
A task team was constituted and produced a first draft of the IS&R in August and a second in early November 2014. These drafts were informed by a series of participatory and inclusive stakeholder consultations, a detailed survey carried out amongst Member States and RECs, and various commissioned reports. The draft was carefully scrutinized by stakeholders during a validation meeting in November. Immediately after the validation meeting the task team produced this, the final draft, which was submitted to AU relevant organs later in November 2014. The IS&R will be tabled for consideration and endorsement during the January 2015 AU Ordinary Session of the Executive Council.

### **2.3 Linkages between the Malabo Declaration, the Implementation Strategy and Roadmap, and the CAADP Results Framework**

This implementation strategy and roadmap is linked with the CAADP results framework, which is the main tool to measure and report progress of performance in achieving the Malabo Declaration commitments and targets (Figure 1). The strategy defines a set of strategic action areas (SAAs, and related sub-actions) that is based on national and regional plans (arrow A in Figure 1). The SAAs are translated into results via the roadmap (arrow B). As such, the CAADP results framework is used both to track progress in achieving the Malabo Declaration commitments and targets (arrow C) and informs the review of national and regional plans through learning from the results (arrow D). The SAAs too are in turn informed by learning from the results (arrow E) and the national and regional plans are also informed by the SAAs (arrow F).



Figure 1. Linkages between Malabo Declaration, Implementation Strategy and Roadmap, and CAADP Results Framework



### 3. The implementation strategy

#### 3.1 Purpose and target of the Implementation Strategy and Roadmap

The purpose of the Implementation Strategy and Roadmap (IS&R) is to facilitate the translation of the 2025 vision and goals of Accelerated African Agricultural Growth and Transformation (the Malabo Declaration) into concrete results and impact.

The 2025 vision for Africa's agriculture can be summarized as '**shared prosperity and improved livelihoods**'.

The IS&R is targeted at state and non-state actors working on or supporting CAADP implementation at all levels. These include the private sector, farmer organizations, civil society, development partners, the AUC, NEPAD, Regional Economic Communities (RECs) and the specialized technical agencies and institutions.

#### 3.2 Objectives of IS&R

This implementation strategy and roadmap constitutes a set of strategic actions that together aim to achieve the change required to attain the 2025 vision for Africa's agriculture. These changes are the objectives that need to be achieved for Africa to deliver on the vision. They are:

**IS&R Objective 1:** Transformed agriculture and sustained inclusive growth

**IS&R Objective 2:** Strengthened systemic capacity to implement and deliver results

Objective 1 focuses on the technical (biophysical, economic and social) measures and practices which need to be taken on the ground while objective 2 covers the systemic changes in the operational environment – policies and institutional changes – needed to support the implementation, including performance tracking, to ensure that the strategic actions happen and that they do so in efficient, effective and transparent ways.

#### 3.3 Strategic Action Areas

At the heart of the IS&R are a set of 11 strategic action areas (SAAs). These aim to facilitate and guide, but not prescribe, options for practical actions which will deliver results and impact in support of the 2025 vision and goals.

The 11 SAAs are divided into two groups, corresponding to the two objectives of the IS&R: four SAAs (SSAs 1a to 1d) focus on thematic options that will directly bring about agricultural transformation and sustained growth (IS&R Objective 1, see Box 1); the remaining seven (SSAs 2a to 2g) will strengthen systemic capacity to enable the transformation and growth to occur (IS&R Objective 2, see Box 1).

##### *Box 1: IS&R Objectives 1 and 2 Strategic Action Areas*

###### Objective 1 SAAs:

- 1a: Increase production and productivity
- 1b: Enhance markets, trade and value chains
- 1c: Increase resilience of livelihoods and systems
- 1d: Strengthen governance of natural resources

###### Objective 2 SAAs:

- 2a: Strengthen capacity for planning
- 2b: Strengthen policies and institutions

2c: Strengthen leadership, coordination and partnerships  
2d: Enhance skills, knowledge and agricultural education  
2e: Strengthen data and statistics  
2f: Institutionalize mutual accountability  
2g: Increase public and private financing

The issues being addressed and sub-action areas for each Strategic Action Area (SAA) are presented below.

### **3.3.1 Strategic Action Areas to achieve objective 1**

#### ***SAA 1a: Adopt measures to increase sustainable agricultural production and productivity in an inclusive manner***

Past increases in agricultural production in Africa have mainly been a function of expansion in area under cultivation, with limited increase in productivity per unit (of land, animal, etc.). Enhancing productivity requires access to, and adoption of, appropriate technologies and innovations, and supported by sound policies and functioning institutions. In crops, access (availability and affordability) to inputs - appropriate seeds, soil health (including use of organic and inorganic fertilizers), crop protection, etc. remains a challenge. The same applies to livestock where the main challenges are also around access (of appropriate breeds, feeds and animal health services). Across the board, use of irrigation, reduction of drudgery of farming through availability of appropriate and affordable farm machinery and implements, and attention to post-harvest management of produce to reduce losses are high priorities for the continent. Lack of functioning and cost effective institutional arrangements for the delivery of advisory services also remains a major bottleneck, as does access to productive resources by the majority of those farmer categories which, by numbers alone, have great potential to transform African agriculture - smallholders, youth and women. Attention to sound policies and practices which enhance access to, and ensure sound management of natural resources (especially land and water), and access to markets for farm produce as a pull factor, will be core to the desired transformation.

#### **Sub-action areas**

- Establish agricultural R&D and advisory and extension services for the development, dissemination and adoption of technologies and innovations which are appropriate for local contexts
- Invest in the production, accessibility and utilisation of appropriate and cost-effective and quality agricultural inputs (for crops, livestock, fisheries and aquaculture), irrigation and farm implements/machinery – with emphasis on local production
- Facilitate the development or adaptation, promotion and application of post-harvest loss management technologies and natural resource management practices appropriate for African agricultural commodities and context

#### ***SAA 1b: Markets infrastructure, regional trade and integration, and value chains development***

One of the targets of the Malabo Declaration is to triple intra-African trade in agricultural commodities and services through strengthening regional markets and fostering regional preference. Achieving this target will require putting in place critical

quantum of infrastructure that supports markets and regional trade and integration. Indeed, farmers and traders face numerous constraints to accessing domestic and regional markets due to policy and non-policy barriers, including fragmented geographic market catchments and poor infrastructure. In addition to benefitting producers, improved domestic and regional markets will offer a greater diversity of cheaper food products, stabilize food availability and prices for consumers, and improve dietary diversification and nutrition. Success in regional/trans-boundary trade is essential if the growth in national level agricultural performance is to be sustained.

#### *Sub-action areas*

- Develop and implement policies and incentives - especially for youth and women to enter agricultural value chains - and invest in infrastructure to promote the development of regional value chains and strategic food and agricultural commodities
- Harmonise trade regimes, measures and standards, and remove non-tariff barriers within and across regional trade blocs (RECs), and domesticate and implement regional and continental trade agreements at national level
- Develop/review and implement comprehensive plans and budgets to up-scale market and structured-trade infrastructure and facilities at national and regional levels along regional corridors for agricultural goods and services.

#### ***SAA 1c: Increase resilience of livelihoods and production systems to climate variability and change and other shocks***

African agricultural systems are dominated by smallholders, pastoralists and fisher folk predominantly dependent on traditional, low-cost technologies. Their livelihoods are vulnerable to and often severely compromised by environmental and economic shocks, such as natural disasters, violent conflicts, financial crises and the volatility of food prices; these especially negatively affect women and youth. At the same time, the food production capacity of agro-systems, including farmlands, rangelands and aquatic resources, are increasingly being affected by ecosystem degradation and climate change. Developing coping and resilience building strategies to support vulnerable populations and manage agro-systems to better withstand both sudden shocks and incremental stresses is therefore a critical aspect of the agricultural transformation agenda.

#### *Sub-action areas*

- Develop and implement policies and strategies that support livelihood diversification, disaster risk reduction and coping strategies that better buffer populations against shocks (e.g. safety nets, insurance, and nutrition interventions)
- Implement resilience-based policies and programs for farm (e.g. climate smart agriculture), and landscape management, including ecosystem based approaches to support ecosystem service provision and restoration
- Promote agro-biodiversity for improved nutrition and climate change adaptation, including the use and conservation of genetic stocks (crops, livestock and fisheries), that can diversify available nutritious foods for local consumption and also adapt to harsh and changing climate.

### ***SAA 1.d: Strengthen governance of land, water and other natural resources***

Land, water and other natural resources are key factors of agricultural production and assets for overall economic development. The contribution of the resources in production and wealth creation is, however, stymied because of several factors, including constrained access to these resources by pastoralists, women and youth; limited incentives for farmers to invest in the management of natural resources; and the 'land rush' by foreign and local investors and displacement of small-scale producers. How Africa's natural resources are governed over the coming decade will critically influence attainment of sustainable agricultural growth and inclusive development. As factors of production and primary livelihood assets for rural populations, effective governance of land and water form a core part of efforts to increase and expand economic opportunities in rural areas.

#### *Sub-action areas*

- Stimulate and facilitate increased public awareness and access to land policy and land administration information
- Build expert capacity to appraise and continually align existing land and water governance to changing needs and circumstances, including targeted access that have greatest transformational potential but without disenfranchising African citizenry and compromising sustainability
- Strengthen community-level structures to engage effectively in policy formulation, implementation and monitoring of land and water governance and use.

### **3.3.2 Strategic Action Areas to achieve objective 2**

#### ***SAA 2.a: Build and strengthen capacity for evidence-based planning, review and dialogue***

To achieve the goals and targets contained in the Malabo Declaration, agriculture and food security investment plans at national and regional levels will require strong capacity for analysis, review and dialogue. Quite often this capacity is lacking at all levels, especially at national and sub-national levels where implementation takes place. In the short term, it will be necessary to undertake reviews of regional and national agriculture investment plans to determine if they comply with the Malabo Declaration and, if there are gaps, how they will be addressed. It is important to build a culture of relying on evidence to design policies and programs for implementation. It will be important as well to regularly review the implementation of national and regional plans to determine if they are on course to meet the Malabo targets and, if not, what corrective actions are required.

#### *Sub-action areas:*

- Review national and regional agricultural investment plans for compliance with, or integration of, the Malabo Declaration goals, targets and actions
- Build capacity for policy analysis to support evidence-based decision making and program design and implementation
- Establish and strengthen platforms for regular review and dialogue on implementation of agricultural investments plans.

***SAA 2b: Review and implement policy and institutional reforms that strengthen leadership, management and technical capacity in agriculture***

Inconsistent or non-supportive agricultural policies at continental, regional and national levels stagnates the pace of transformation. In addition, weak agricultural institutions at all levels are slowing the pace of agricultural transformation in Africa. This is manifested in terms of weak organizational structures, human capacity and supportive soft and hard infrastructure to design and effectively implement agriculture investment plans. Over the next 10 years of CAADP this needs to be addressed. It will be important that reviews are done to ensure that organizational mandates, functions and capacities are aligned for effective implementation of national and regional agriculture and food security investment plans, and to implement agricultural policies that support the entire agricultural value chain - from production to markets, to agro-industries, to consumers.

*Sub-action areas*

- Undertake institutional and organizational reviews and mapping to align mandate, human capacity and institutional structures and arrangements for effective implementation.
- Design and implement training programs that enhance capacity for implementation and accountability.
- Undertake systematic and periodic policy reviews, design and implement reforms that are evidence-based, transparent and inclusive of all stakeholders.

***SAA 2c: Strengthen leadership to champion agriculture agenda, broker and mentor effective partnerships and to enhance coordination***

Given the complexity of issues and partnerships required to deliver on this ambitious agenda, leadership – technical and political - at all levels (sub-national, national, regional and continental) will be critical to the successful implementation of this strategy. Broadening and deepening multi-sectoral partnerships through the establishment and operationalization of credible, innovative and effective public-public, public-private and private-private partnerships, as well as strategic engagement of civil society to build and strengthen synergies and complementarities, will be critical: these will require able leadership. Beyond capacity to initiate partnerships and to coordinate activities implemented by multiple partners, negotiation and problem-solving skills will be crucial, as will be networking, team skills, proactive execution and focus on results.

*Sub-action areas*

- Identify, train and provide on-going mentorship for a cadre of leaders in and for key institutions charged with coordination and partnership responsibilities at all levels
- Strengthen inter-ministerial coordination through awareness creation and capacity development targeting holders of the most critical leadership positions in relevant government ministries and departments (e.g. directors, permanent or principal secretaries, heads of units/programmes) to champion 'partnership mind-set and practice' incorporating collective planning and implementation of agriculture programmes across government ministries, departments and agencies

- Support and strengthen non-state actors' capacity to participate in and influence agricultural policies and programs.

**SAA 2d: Enhance skills, knowledge and agricultural education**

In recent decades a number of factors have conspired to reduce significantly the critical mass of quality human capacity in African agriculture. These have resulted in a spiral of cause-and-effect, including low recruitment of young professionals and high attrition rates, occasioned by attractive options in other fields. Moreover Africa has, over the years, invested disproportionately little in agricultural training and research: facilities and content of programs in relevant institutions have deteriorated over time and are out of sync with developments in technology. Consequently, knowledge generation, acquisition and sharing in and across Africa is, at best, sub-optimal. These trends present a major challenge to the realization of agricultural transformation in the continent. Thus, while the African Heads of State and Government have re-affirmed their commitment to positioning agriculture as a key driver for inclusive and sustainable socio-economic development, the weak capacity, low knowledge base and absence of systems for and culture of formal knowledge accumulation and sharing represent major impediments to ensuring high and sustained agricultural production and productivity. Yet opportunity exists to leapfrog Africa's agriculture based on the rapid pace of global advances in technology.

*Sub-action areas*

- Strengthen capacity for knowledge generation, packaging and dissemination
- Develop innovative ways and incentives to increase youth enrolment in agricultural disciplines in vocational and tertiary education – e.g. through exciting agribusiness training programs
- Equip value chain actors with entrepreneurship skills through targeted capacity building programs

**SAA 2e: Strengthen data and statistics for evidence-based planning, implementation, monitoring and evaluation, and review processes**

Africa's leaders have committed to evidence-based implementation processes. The credibility and impact of these processes will depend on the availability and quality of data and how analysis and statistics are used in decision making. In the implementation of CAADP over the last ten years, a substantial amount of the agricultural statistics used was outdated, which undermines the effectiveness of related analysis and decisions in dealing with current and rapidly-changing realities. Furthermore, data on several key indicators were either not available or not calibrated in a consistent manner across countries. Together, these undermine effective cross-country analysis and learning as well as the ability to compile and tell a compelling story of progress in implementation of CAADP at the regional or continental levels.

*Sub-action areas*

- Strengthen capacity to design data collection instruments and collect and manage data, particularly on indicators directly relevant for measuring performance in implementing the Malabo Declaration.
- Strengthen capacity to analyze data and generate credible statistics on agriculture and rural development.

- Promote data sharing and strengthen data-sharing protocols across different ministries and agencies responsible for, and involved in, agriculture and rural development.

***SAA 2f: Establish and institutionalize mutual accountability mechanisms with regular peer reviews and strong dialogue platforms***

The previous decade of CAADP implementation has seen many African governments, RECs and AUC, NPCA increasingly attaching more importance to agriculture transformation as a key strategy in realizing sustainable and inclusive socio-economic growth and development. There have not, however, been commensurate efforts made to institute measures that enable the range of actors to hold one another accountable for the commitments and agreed actions around a shared agenda. Furthermore, the agriculture-related data and monitoring and evaluation (M&E) systems at continental, regional and national levels are generally not strong enough to generate the required evidence for review, dialogue and mutual accountability.

Malabo commitment 7 re-affirms the resolve of the African leaders to pursue results and impact, underpinned by mechanisms of review, dialogue and mutual accountability. Moreover, the Malabo Decision highlights the CAADP Results Framework as the basis for measuring and reporting on results to AU Summits every two years. Strengthening mutual accountability mechanisms at continental level will require similar efforts at regional and country level. As a prerequisite, the mutual accountability systems should be anchored on credible evidence that is generated by credible data and robust M&E systems.

*Sub-action areas*

- Strengthening agricultural M&E systems, including enhancing data generation and analytical capacities and improving agriculture statistics.
- Establishing and strengthening multi-stakeholder platforms for review, dialogue and debate at country, regional and continental levels.
- Fostering alignment and harmonization of policies and strategies on statistics and data across the relevant sectors.

***SAA 2g: Identify and enhance innovative models for increased public and private sector financing for agriculture investments along the value chain***

Financing needs for African agriculture remain substantial. Foresight estimates indicate that an average net annual financial investment of US\$11 billion would be needed in agriculture and agro-industries to meet the projected food security demands in Africa by 2050. Both public and private, as well as domestic and international sources of financing African agriculture are insufficient to meet this projected investment requirements. In particular, African countries have not allocated sufficient public investment in agriculture in the spirit of 10% commitment made in the Maputo Declaration and recommitted in the Malabo Declaration. Moreover, the environment to attract private investments along the value chain is not conducive to attract innovative models and financial products such as from development banks, the private sector or other sources, for example harnessing domestic savings. To sustain the CAADP momentum in the next decade, African countries will need to identify and tap different investment opportunities since the current sources and models of financing are insufficient to provide the necessary resources for financing agriculture along the entire value chain.



### *Sub-action areas*

- Implement public expenditure reviews to attract additional public resources to agriculture consistent with the 10% Maputo commitment
- Governments should identify, stimulate and support innovative finance models and products through tapping into non-traditional financing sources such as development-based financial institutions to increase public expenditure to agriculture
- Mobilise and create innovative private-private partnerships to leverage private sector finance in agriculture value chains.

## **3.4 Principles**

To complement the 11 SAAs outlined above, the operationalization of the IS&R is will be underpinned by a set of crosscutting principles. These principles, which are relevant to all 11 SAAs, are:

**Accountability:** Lead institutions will be held responsible and will be held to account for what they commit to, what they actually do and what they achieve.

**Evidence-based:** All decisions will be made based on the best and most credible data, information, analyses and knowledge available.

**Transparency:** Strongly linked to the principle of evidence-based decision making, all decisions will be made in an open manner with full disclosure of the process, rationale and evidence used. The processes used will also be inclusive and participatory drawing on broadly-based stakeholder representation.

**Inclusiveness:** All initiatives will be purposefully designed and targeted so as to ensure that women, young people, the poor and other marginalised and vulnerable groups amongst smallholders, pastoralists and fisher folk, as well as the more powerful and able, actively participate and enjoy their fair share of the benefits.

**Local ownership and leadership:** The IS&R will be implemented by and for Africa, with continued political commitment and leadership at all levels – from continental, through regional and national, to sub-national. Local ownership will be ensured through the use of inclusive and participatory processes.

**Subsidiarity:** Decisions and actions will lie with the lowest level of government or organisational entity or structure practicable.

**Sustainability:** All initiatives will be designed so as to be both environmentally and economically sustainable; they will neither deplete natural resources nor be dependent in the long-run on one-off or short-lived funding sources.

**Commercial orientation with a deliberate effort to nurture the domestic private sector:** Closely aligned with economic sustainability, in most cases the private sector will be an important implementation partner, often taking the lead. Although special effort will be made to nurture and support the domestic private sector, the enormity of the task at hand demands that all levels of the private sector - from fledgling domestic businesses to long-established multinationals - will need to be pro-actively engaged as partners.

## 4. Implementation modalities and roadmap

### 4.1 Implementation modalities

#### 4.1.1 Institutional arrangements

The modality for the implementation of the 2003 Maputo and 2014 Malabo declaration commitments, as operationalized in this IS&R will seek to optimize linkages among national, regional and continental mandates and will adhere to the subsidiarity principle. This is based on the recognition that agriculture development is first-and-foremost a national responsibility to be pursued at the country level. There are, however, critical support functions, such as harmonization of policies, standards, and regulations across member states, which are best provided at both regional and continental levels where the comparative advantage lies.

Development and technical partners - state and non-state institutions, private sector and civil society organisations - will be engaged to provide strategic support to the implementation at national levels, but this will require proactive engagement of countries.

This strategy differs from the approach of CAADP implementation in the last 10 years: it recognizes the need to pay a balanced attention – based on specific country contexts – between the transformation of agriculture and sustained inclusive growth, as well as strengthening systemic capacity to implement and deliver results.

The continental institutions will largely provide catalytic support functions, including advocacy through continental and international convenings, facilitating linkages to continental and regional strategies and plans, and contributing to the strengthening of systemic capacities at national levels.

Core to the successful implementation of this strategy will be strategic engagement of African countries with existing and emerging continental and international communities of practice (CoPs) relevant for the delivery of agricultural transformation. The AU will put in place a coordinated and systematic mechanism for identifying these CoPs and developing modalities for working with them at national, regional and continental levels in a more coordinated and strategic manner, to leverage their interests and investments through partnership arrangements that meaningfully, efficiently and effectively contribute to the agriculture transformation agenda.

#### 4.1.2 Roles and responsibilities

Reflecting the mandates, roles and responsibilities entrusted in the AUC, the NEPAD Agency, the RECs, the CSOs, the private sector, the farmers organizations and the international agencies and partners, the following will constitute the main functions of key agencies in the implementation of this IS&R.

**The African Union:** The African Union (primarily, the AUC, the NEPAD Agency and the RECs) will take the lead in facilitating the implementation of this IS&R. The main functions are to: coordinate the implementation of different strategic actions – within and across the two IS&R objectives; facilitate harmonization of policies, standards, regulations and indicators across the Member States and RECs; coordinate and facilitate analysis, synthesis and reporting of different commitments, including bi-annual reviews; mobilize resources and foster partnerships for coordinated financing and coordination in countries across regions and on the continent; assist countries in

benchmarking, lessons leaning and scaling up working models across countries; and coordinate M&E and mutual accountability actions.

**Non-state actors:** One outcome of the implementation of the CAADP process to date has been the formation (in 2014) of the Non State Actors Coalition on CAADP (NSA Coalition). This coalition includes all actors in the agriculture sector who are not government or intergovernmental players: farmers, farmer organizations, civil society, non-governmental organisations, community-based organisations, faith-based organizations, grassroots movements, eminent persons, business and the private sector. Engaged effectively, this collation has the potential to garner a critical constituency for agricultural development in Africa. The strategy will be to: continue to use the NSA Coalition as a vehicle for civil society organisation (CSO) engagement to ensure that the efforts and investments by the CSO constituency at sub-national, national, regional and continental levels are most effectively harnessed to contribute to strategic priorities in a coordinated manner and that this constituency helps in advocating for best practices in the implementation of the IS&R; to effectively engage the private sector as a critical partner in transforming African agriculture, through policy and institutional reforms that encourage and support private investments in agricultural value chains; support mechanisms and processes designed to create and strengthen farmer organizations; and create mechanism for media engagement to ensure appropriate messaging and as a means of awareness creation and promotion of best practices.

**Development and technical partners:** Development and technical partners have made significant contributions to African agricultural development through their investments, particularly in improving institutional capacity as well as financing of technical programmes critical to agricultural development. Although coordination of international development resources has been identified in the past as a challenge and some efforts have been made to address this, much remains to be done in this area. The implementation of this strategy will require more robust coordination mechanisms - not just among partners but also among relevant sectors and agencies responsible for agriculture within countries and at regional and continental levels. Explicit mechanisms will be developed as part of the implementation, strengthening what has been established and working towards *consistent practice* of coordination commitments that have been made.

#### **4.1.3 Coordination mechanisms**

This IS&R will take steps to improve coordination based on lessons learnt over the last 10 years of CAADP implementation. Coordination of the implementation of this IS&R will follow the coordination mechanisms provided for CAADP implementation, as contained in the CAADP Implementation Support Guidelines (NPCA, 2014). The SAAs within the two IS&R objectives provide a basis for prioritizing and coordinating actions. Coordination will seek to ensure that:

- Communication mechanisms are in place for regular sharing of ideas and plans among stakeholders at national, regional and continental levels, and that these mechanisms bring on board international partners as appropriate.
- There is explicit and effective leadership charged with coordination responsibility of initiatives that involve multiple stakeholders and interests.
- Investments are being made on highest priority actions as determined by countries – within and between the two IS&R objectives.

- Investments from multiple sources are coordinated to avoid duplication and to achieve synergies as much as possible.
- Regular reviews are done which inform reprioritization as may be necessary.

Coordination mechanisms will be developed or strengthened at the following levels:

- Among sectors and agencies within countries, incorporating non-state actors
- Among the AU organs – AUC, NPCA and RECs
- Among development partners supporting agriculture at country, region and continental levels.

The CAADP Results Framework will be the instrument for tracking the implementation for the next decade. Country-led and specific actions will be tracked and reported together with the rest of country commitments generated from the National Agricultural and Food Security Investment Plans (NAFSIPs) and elaborated in the country agriculture M&E and mutual accountability systems.

The Agricultural Joint Sector Review will be the principal instrument for tracking and reporting on the agreed actions of this IS&R and it will provide the platform for discussing implementation. Other national platforms such as parliament, national budget review meetings and others will provide critical additional review points.

At regional level, and following the RECs orientation, several regional platforms exist including: all stakeholder regional review platforms; thematic specific platforms, e.g. the Alliance for Commodity Trade in East and Southern Africa (ACTESA), stakeholder meetings in COMESA and those operational in ECOWAS, SADC, EAC and IGAD. Other major regional platforms include Regional Ministerial Meetings and Regional Heads of State Summits.

At continental level, coordination mechanisms include: the biannual AUC-NPCA-RECS Joint Planning and Review Meetings, which allow the continental institutions to identify support needs at country level and gaps or overlaps in the support for the implementation of CAADP.

The second major coordination structure is the annual CAADP Partnership Platform (CAADP PP) Meeting, which serves as a continental mutual accountability mechanism, and assesses progress and identifies emerging challenges among stakeholders. The commitments made by different stakeholders to support the implementation of CAADP are reviewed in that continental mutual accountability platform.

An additional mechanism is the CAADP PP Business Meeting which is organized twice a year among key CAADP implementing institutions (AUC, NPCA, RECs, Development Partners, and key African institutions) to conduct and guide implementation of commitments.

The third coordination structure is the Conference of the Specialized Technical Committee (STC) on Agriculture, Rural Development, Water and Environment, which is a ministerial forum and an organ of the AU. This conference meets at least once in two years to discuss and review the implementation of previous commitments at Member State level.

## 4.2 Roadmap for the implementation of the Malabo Declaration

This IS&R presents strategic actions and milestones for implementation, between 2015 and 2025, of the decisions of Africa's Heads of State and Government contained in the Malabo Declaration. The strategic action areas and sub-actions are intended to achieve the goals and targets of the Declaration. For each of the sub-actions, the roadmap presents the milestones to be achieved over three time periods: short-term – within 2015, the first year of implementation; medium-term, 2016-2020; and long-term, 2021-2025. Tracking the progress being made towards the Malabo goals and targets will be done via the CAADP Results Framework with indicators linked to the milestones in the roadmap.

Strategic Action Area 1 (SAA 1)	Sub-actions	Short-term milestones: 2015	Medium-term milestones: 2016-2020	Long-term milestones: 2021-2015
<b>SAA 1a:</b> Adopt measures to increase sustainable agricultural production and productivity in an inclusive manner	Support agricultural R&D and advisory services for the development, dissemination and adoption of technologies and innovations	Resources mobilized to invest in agricultural R&D priorities and scaling up existing innovation and technologies	Regional Centres of Excellence for R&D and AAS including the development of human capital established	Regional Centres of Excellence for R&D and AAS including the development of human capital facilitated
	Support the production, accessibility and utilization of cost-effective and quality agricultural inputs(for crops, livestock, fisheries and aquaculture), irrigation and mechanization to users	Regulation to promote the production, trade and use of inputs including irrigation and machinery to all users - crops, livestock, forestry, fisheries - developed and harmonized	National and regional efforts to foster public private partnerships in the production and use of inputs including irrigation and machinery to all users - crops, livestock, forestry, fisheries promoted and supported	Access to productivity facilitated – enhancing inputs (financial, physical, extension) for all users - crops, livestock, forestry, fisheries
	Support post-harvest loss (PHL) management	Inventory, verification and adaptation of technologies (including indigenous technologies)	Capacity building of extension/ change agents on technology operation and management systems for PHL	Effective PHL reduction systems established
<b>SAA 1b:</b> Market infrastructure, regional trade and integration, and value chains development	Develop and implement policies and incentives – especially for youth and women- and invest in infrastructure to promote the development of regional value chains of strategic food and agricultural commodities	AU Commodities Strategy developed and adopted with the agricultural sector	Regional value chain development frameworks and plans elaborated and operational, at least for 5 strategic food and agriculture commodities	Increased job and incomes opportunities for youth and women along the value chain
	Harmonize trade regimes, measures and standards, and remove non-tariff barriers (NTBs) within and across regional trade blocs (RECs), and domesticate and implement regional and continental trade agreements at national level	Agreement between RECs on a roadmap towards harmonization and removal on NTBs	All tariff barriers to intra-African agricultural trade removed and NTBs to agricultural trade are reduced by 50%	all tariff and non-tariff barriers to intra-African trade in agricultural goods and services removed
	Develop/review and implement comprehensive plans	Plans developed and approved	At least 25% of the plans and	At least 50% of the plans and

	and budgets to upscale market and structured-trade infrastructure and facilities at national and regional levels along regional corridors for agricultural goods and services		50% of all approved regional corridors are operational	100% of all approved regional corridors are operational
<b>SAA 1c:</b> Increase resilience of livelihoods and production systems to climate variability and change and other shocks	Develop frameworks for appropriate investments in strategies that support livelihood diversification, disaster risk reduction and coping strategies	Early warning and response mechanisms to identify and protect vulnerable groups and populations from climate and other shocks developed	Mitigation strategies for addressing shocks and vulnerabilities at scale developed	Strengthened and sustained diversified livelihood options and social protection programmes
	Implement resilience-based policies and programmes for landscape management to support ecosystem service provision and restoration	Existing policies and programmes on climate change (adaptation and mitigation) and disaster risk reduction reviewed, harmonized and integrated in agricultural policies and programmes	Integrated approaches to support resilience in agro-ecological including ecosystem based approaches and climate smart agriculture promoted and upscaled	Scaled up and coordinated implementation across sectors at national, regional and continental levels
	Promote agro-biodiversity for improved nutrition and climate change adaptation	Mechanisms to identify, inventorize and protect genetic stocks and technologies (including patenting of indigenous innovations and technologies) developed	Agro-biodiversity approaches adopted to improve nutrition and climate change adaptation at scale	Increased and expanded application of agro-biodiversity approaches adopted across countries and agro-ecological systems
<b>SAA1d:</b> Strengthen governance of land, water and other natural resources	Stimulate and facilitate increased public awareness of and access to land policy and land administration information	Relevant land policy and land administration information for public dissemination identified; community and national land and water use databases developed or updated	Mechanisms for the public to access relevant land policy and land administration information are defined and functioning	Transparent, effective and rule-based mechanisms for allocating land and providing access to water and other resources instituted with active engagement of the public
	Build expert capacity to appraise and continually align existing land and water governance with changing needs and circumstances	Key players and institutions involved with land and water governance policies, legislation and appraisal are identified and specific capacity needs determined	Training programs for key players and institutions involved with land and water governance policies, legislation and appraisal in place and operational	Systemic capacity to review and appraise and adapt land and water governance policies and legislation to changing needs strengthened and functioning
	Foster peer learning on land and water administration and use issues	Guidelines for determining local learning agenda developed and learning platforms and tools developed	Learning networks and platforms functioning	Peer learning impacting on adaptation and refinement of land and water governance policies
<b>Strategic Action Area 2 (SAA 2)</b>	<b>Sub-actions</b>	<b>Short milestones: 2015</b>	<b>5-year milestones: 2016-2020</b>	<b>10-year milestones: 2021-2015</b>
<b>SAA 2a:</b> Build and strengthen capacity for evidence-based planning, implementation, review and dialogue	Review national and regional agricultural investment plans for compliance with or integration of the Malabo declaration goals, targets and actions	50 % of NAFSIPs and RAIPs compliant with Malabo Declaration	All NAFSIPs and RAIPs compliant with Malabo Declaration	
	Build capacity for policy analysis to support evidence-based decision making and program design and	40 % of countries have strong policy	60 % of countries have strong	All countries have strong policy

	implementation	analysis units	policy analysis units	analysis units
	Establish and strengthen platforms for regular review and dialogue on implementation	30 % of countries have strong JSR platforms	70 % of countries have strong JSR platforms	All countries have strong JSR platforms
<b>SSA 2b:</b> Review and implement policy and institutional reforms that strengthen leadership, management and technical capacity in agriculture	Undertake institutional and organizational reviews and mapping to align mandate and human capacity for effective implementation	Institutional reviews done in 50% of countries	Institutional reviews done in all countries	
	Design and implement training programmes that enhance capacity for implementation and accountability	Training programmes developed in all countries	Training programmes implemented in 50 % of countries	Training programs implemented in all countries
	Undertake policy reviews, design and implement reforms that are evidence-based, transparent and inclusive of all stakeholders	Policy reviews done in all countries	Policy reforms done in all countries	
<b>SAA 2c:</b> Strengthen local ownership and leadership to champion agriculture and CAADP agenda, align coordination and implementation partnerships	Strengthen multi-stakeholder coordination platforms	Increase in the number of countries that are internalizing good practice to strengthen coordination (at inter-ministerial; country CAADP team; sub-national level)	Increase in the countries are internalizing good practice; and demonstrating greater inclusiveness, joint programming planning	
		Increase in the number of countries with operational inclusive platforms for regular systematic sector performance, review and dialogue (may relate to JSR platforms)	Increase in number of executed joint actions and quality of planning	
		Increase in number of programs being implemented through partnerships		
<b>SAA 2d:</b> Enhance skills, knowledge and agricultural education	Strengthen capacity for knowledge management and communication	A harmonized strategy for knowledge management in place	Increased and informed engagement of local communities and enhanced technical and political support for agriculture transformation	Critical mass especially of women and youth effectively engaged in agriculture production and agribusiness
	Improve planning, governance and implementation of Agriculture Education and Training (AET) at country, regional and continental level	A continental framework on AET (reform agenda with emphasis on job creation) developed	AET integrated and effectively implemented in national and regional development priorities and actions	
	Review and update relevant curricula for strategic agricultural value chains selected in the NAIPs to address the needs of value chain stakeholders	Agricultural education and vocational training curricula in place  Strategy developed for equipping young 'agripreneurs' with relevant skills in agricultural value chain	Reforms undertaken for the AET system in the agricultural sector in at least 25 countries  Universal provision of market-oriented training courses for young 'agripreneurs' on agricultural	

			value chains	
<b>SAA 2e:</b> Strengthen data and statistics for evidence-based planning, implementation, monitoring and evaluation, and review processes	Strengthen capacity to collect and manage data	Data gaps on key indicators identified, capacity needs to collect and manage the data assessed and data collection instruments finalized	Data collectors and enterers trained and data collected and entered in electronic forms	Data on all relevant indicators are available in standard electronic formats
	Strengthen capacity to analyze data and generate credible statistics	Gaps in statistics on key indicators identified, and analytical capacity needs assessed	Analytical capacity of statistics units enhanced, and statistics on key indicators generated	Statistics on all relevant indicators are available in standard electronic formats
	Promote data sharing across different ministries and agencies	Indicators or data that will benefit from sharing identified	Data sharing platforms and protocols reviewed and strengthened and developed	Data on key indicators shared across different ministries and agencies and available to the general public
<b>SAA 2f:</b> Establish and institutionalize mutual accountability mechanisms with regular peer reviews and strong dialogue platforms	Strengthening agricultural M&E systems, including enhancing data generation and analytical capacities and improving agriculture statistics.	At least 30% of countries with robust agric-related M&E and data systems at country, regional and continental level	At least 70% of countries with robust agric-related M&E and data systems at country, regional and continental level	All countries with robust agric-related M&E and data systems at country, regional and continental level
	Establishing and strengthening multi-stakeholder platforms for review, dialogue and debate at country, regional and continental levels	Guidelines and tools for review, dialogue and mutual accountability on pursuing the Malabo goals and targets in place	Institutionalized mechanisms for mutual accountability and peer reviews at continental level (biennial reviews at AU Summits) and in at least 50% of the countries and 5 RECs	Coordinated and aligned mechanisms of peer review and mutual accountability on achievement of the Malabo goals and targets taking place at continental, regional and country level
		A continental strategy for providing ongoing incentives to implement and report on the Malabo goals developed & adopted	The continental strategy on rewards and sanctions implemented at AU summits and among 50% of the RECs	Rewards and sanctions implemented among all countries, RECs and at continental level
<b>SAA 2g:</b> Identify and enhance innovative financing models for increased public and private sector finance for agriculture investments along the value chain	Implement public expenditure review to attract additional public resources to agriculture	An agriculture expenditure review undertaken and used to mobilise funds	70% of the national agricultural investment plans funded by government	100% of the national agricultural investment plans funded by government
	Undertake studies to identify stimulate and support innovative, best practice and finance models and products through tapping from non-traditional financing sources such as development-based financial institutions to increase public expenditure to agriculture	Each region and country have a proposal and guideline for new, innovative and best practice financing models and products for generating public and private money	A reviewed and regularized informal systems for public and private sector financing	
	Mobilise and create innovative private-private partnerships to leverage private sector finance in agriculture value chains	Study on what and how agriculture related private-private financing partnerships work		



## 5. What is different about the IS&R

This IS&R differs from the last 10 years of CAADP in the following major ways:

1. A focus on action at both technical level for on the ground implementation of agricultural transformation and increased attention to addressing systemic capacity and operational issues that constrain implementation
2. Recognition that capacity gaps do exist not just at national levels but also at regional (RECs) and continental levels (AUC and NPCA) and that there is imperative to review these gaps and urgently address them
3. While recognition that countries need to take leadership, a set of Strategic Action Areas are provided as options they can consider as they formulate their priorities that reflect country contexts
4. A strong focus on coordination and partnerships, building on lessons learnt over the last 10 years
5. Emphasis on subsidiarity and recognition that support to countries should focus on the establishment – as soon as is practicable - of structures and capacities that will equip them to be able to take on and effectively deliver on national functions required to deliver on this IS&R
6. Recognition that nurturing of domestic private sector will be critical to Africa's agricultural transformation agenda
7. A strong commitment to tracking progress backed by ample practical experience gained from the last 10 years