

**Synthesis on the process and
Outcomes on alignment**

Of

**Pillar work and Pillar
Institutions Networks and
Networking**

in supporting the

CAADP Country Process

CAADP

**PARTNERSHIPS
IN SUPPORT
OF CAADP**

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1. Introduction

The CAADP agenda recognizes Knowledge and analytical skills as central to enhancing the quality and effectiveness in performance of African Agriculture. African knowledge centers have been mobilized around the CAADP Pillars, to garner specialist knowledge and skills for the country driven CAADP implementation. Over the last 2-3 years a number of institutions, under the coordination of what has generally come to be referred to as CAADP Pillar Lead Institutions have developed the CAADP pillar framework documents. At this stage, University of Zambia and CILSS are jointly coordinating the finalisation of the Pillar 1 Framework Document. Pillar 2 (by CMA-CWA), Pillar 3 (by UKZN and CILSS) and Pillar 4 (by FARA) framework documents are available.

Starting with the February 2008 Inter-pillar meeting, there has been considerable work to review and bring out clear and practical mechanisms of what it means to implement CAADP at national level, i.e. what is a country CAADP roundtable process. This work, which has culminated into the “CAADP Implementation Guide” which is now ready, has also facilitated some thinking on “value addition” of the CAADP Framework Documents in a country CAADP roundtable process including related roles and responsibilities of the Pillar Institutions.

In the circumstances, clear and common desire is that the Pillar Institutions are supported to shift attention from developing of the Pillar Frameworks (largely completed) to supporting application/use of these framework documents in rallying expert and knowledge support into the country CAADP roundtable processes.

2. The July Inter-pillar Workshops

During the month of July 2009, two Inter-pillar Workshops were organized (Planning Workshop = 10th – 12th July 2009, Pretoria, South Africa AND Main Inter-pillar Workshop = 23rd – 25th July 2009, Nairobi, Kenya). The Workshops were part of an inclusive dialogue and consultative process aimed developing common understanding on the functions of the Pillar Institutions in supporting country CAADP roundtables and how these functions would be realized and sustained. Defining the functions of Pillar Institutions will including addressing some key issues and challenges noted from the discussions so far, on CAADP implementation. These include:

Some Key Issues and Challenges

1. How to translate the framework into operational tools for use in the country CAADP implementation processes
 - a. How the country teams can effectively use the pillar frameworks

CAADP is a strategic framework to guide country development efforts and partnerships in the agricultural sector. CAADP directs investment to four mutually reinforcing and interlinked pillars, each with a Framework that guides policy alignment and suggests actions for countries to consider in designing their CAADP Compacts, policy alignment, programme design, investments and monitoring and evaluation post compact.

- *Pillar I's Framework for Sustainable Land and Water Management* seeks to extending the area under sustainable land management and reliable water control systems
- *Pillar II's Framework for Improving Market Access (FIMA)* seeks to improve rural infrastructure and trade-related capacities for market access
- *Pillar III's Framework for African Food Security (FAFS)* seeks to improve risk management, increase food supply, improve incomes for the poor and reduce hunger and malnutrition; and
- *Pillar IV's Framework for African Agricultural Productivity (FAAP)* seeks to improve agricultural research, technology dissemination and adoption through strengthened agricultural knowledge systems to deliver profitable and sustainable technologies that are widely adopted by farmers resulting in sustained agricultural growth.

- b. How to guide the countries with a practical used friendly steps by step process to integrate the 4 framework into the Investment programs
 - c. Harmonize pillar intervention in countries>> common tools
2. How to engage effectively in analytical work
 - a. How the PI knowledge and expertise can be used for analytical work?
 - b. How to synthesize country analyse reports to fed into the country process?
 - c. How to simplify and integrate the analysis into country processes and build capacity to use it?
 - d. How the PI can engage with the countries in a coherent manner among themselves
 3. How to engage other institutions to support PI
 - a. How the PI can link with regional and national implementers with other practitioners?
 - b. How do we develop criteria to engage other institutions to support PI?
 - c. How do we empower our local institution to generate knowledge to reflect corporate CAADP image
 - d. Building continental network and buy-in by individual experts to support the process
 4. How to create the demand for the PI by strengthening the RECs
 - a. Mobilization of Pillar institutions by RECs, to support the country process
 - b. PI to be recognized as a significant part of the roundtable process
 5. How to create the demand from country level stakeholders?
 - a. How do we engage farmer organisations, Private sector, CSO to stimulate demand?
 - b. How do we empower, Farmer Organisations, Private sector, to play the required advocacy role?
 - c. How to create a critical mass of people (at country and regional level) to drive the process?
 - d. Mechanism to stimulate the demand at country level
 6. Legitimization of the PIs
 - a. Who selects the Pillar institutions and how
 - b. Criteria to legitimize Pillar institutions
 7. Quality assurance system
 - a. How to establish a quarterly assurance mechanism for each pillar which is easily accessible to each country?
 8. How will the work of PIs be financed
 - a. Define financing of Pillar institutions activities i.e. Pillars with more than one institution
 - b. The MDTF and financing pillar work
 9. TORs for the PI to support the Roundtable process

3. Key outcomes and decisions

3.1 General outline of the outcomes and decisions

The main outcomes of the process from the last several months which include the two July workshops are:

1. Key “Products” which the “Knowledge Centres¹” deliver as value addition to the country CAADP processes, covering:
 - a) What are the “Products/Services”

¹ **Knowledge Centers** is used in this document to refer to various knowledge institutions from Universities and Research Institutions through to public, private and CSO think tank institutions

- b) A common approach and mechanisms for facilitating effective and accountable delivery of knowledge and technical/skills
 - c) Clear TORs for pillar institutions/knowledge centres depicting: roles, responsibilities, value addition, reporting mechanism and performance criteria & assessment, and a suitable name for PI
2. Modalities and arrangements for quality assurance, accountability and integration of Pillars, REC and NEPAD into a coherent implementation approach at country level, including mechanisms for networking, learning and sharing and collaboration between pillar institutions and networks and reporting to the CAADP PP
 3. Strategy and plan for building critical mass and the capacity of “CAADP consultants” (expert pools / knowledge networks)
 4. Capacity requirements by the different entities (RECs, Pillar inst. Nepad to better link pillars to the countries and push the process)
 5. Process for legitimisation of Pillar institutions / knowledge networks: criteria for identification and legitimacy, assessment process
 6. Modalities for management of child trust fund and other funding mechanism and resource mobilization
 7. Mechanisms for integration of the CAADP Companion Document issues (Fisheries, Forestry and Livestock) in country CAADP implementation
 8. Plan of action to make it happen

3.2 TORs for Pillar Lead Institutions (PLI)

3.2.1 What are the “Key value additions” of the Pillar Institutions to the country CAADP process

The work of the Pillar Institutions is meant to realise the CAADP principle and objective to stimulate and facilitate direct and systemic linkages between the largely public sector development planning and decision making processes/institutions and the information and knowledge systems/centres which include universities, research institutions and think tank organisations/networks.

The Products and Services: The practical value addition the Pillar institutions will bring to the country CAADP process is defined under the following categories:

- a) Knowledge and information: including science and interpretation of issues as well as future perspectives
- b) Analytical skills: as direct input of specialised skills in analysis and interpretation of data and information; e.g. modeling skills

Entry points to the country CAADP roundtable processes: Whiles input on knowledge, information and analytical skill to the country process should be systemic and on-going, three key points are identified as critical as well as strategic entry points. These are:

- a) during the public/general consultations and dialogue to (i) building collective responsibility around common vision, (ii) defining common priorities and key issues in addressing the countries agriculture development agenda

In these consultations and public dialogue, specialised information and knowledge is critical in ensuring informed discussions and decisions. The knowledge and information input at this stage would also help the discussions to embrace and reflect on broader and emerging externalities, e.g. climate

change. The consultations and dialogue are in this way also exposed to wider and comprehensive knowledge and information bodies generally available in “international shelves”.

- b) during the exercise and processes on expert reviews and analysis of the issues and factors underlining the aspects being identified as priorities. This relates to specialised analytical input on specific subject matter, e.g. irrigation where what is required is specialised input/guidance from irrigation experts.

It is in this aspect that a lot of the valuable expert input is required. These including expert skills to analyse the problems, opportunities, etc... and advise on most feasible and viable (technical, socially, ecologically, etc....) options

Whiles input under (a) above may be general, the expert input under (b) will be very focus and expertise specific. This is hence, largely organised around the four CAADP pillars – but recognising the

- c) Specialised information, knowledge and skills input in response to specific country needs related to programme/project design; organisational development for enhanced implementation arrangements; monitoring and evaluation and systematic learning

3.2.2 Organising institutions to ensure systematic and sustainable ability and capacity to respond to country CAADP roundtable process needs

Ability and capacity of the Pillar Institutions to respond adequately and appropriately to the country needs is an important basis defining how the Pillar Institutions will organise themselves.

The key starting points is appreciation of the fact that this requirement from the Pillar Institutions (knowledge centres) is not entirely new demand on the Pillar Institutions, it is more about “opening up” new avenues for the application of the knowledge and skills the Pillar Institutions are already generating (more academic purposes only).

The exercise and undertaking will utilise and build on existing and new knowledge and expert pools and networks. The expert pools/networks will function and operate in a manner that:

- allows and facilitate interaction with country systems and process. This will enable the expert pools/networks understand within context the needs (demand) and therefore influence their ability to appropriately respond
- nurturing of the experts in strengthening understanding of CAADP and CAADP implementation
- interdisciplinary interaction and collaboration for more comprehensive and integrated approaches

The Pillar Institutions will, hence, deliver its value addition to the Country CAADP Roundtable Process (country process) through expert pools and network of specialists mobilised and accessible at all levels.

The Expert pools and networks of specialists will be coordinated by and through the Pillar Lead Institution. This is one of the Institutions within a given constituency (discipline) who also takes up more coordination functions. Below is the functions and Terms of Reference for the Pillar Lead Institution.

3.2.3 TORs for Pillar Specialists (voluntary members of the expert pools/networks)

1. Relevant academic qualifications
2. Demonstrated capability and experience in the relevant field
3. Sound communication skills
4. Demonstrated passion and understanding of CAADP values and principles and buy-into the CAADP Framework
5. Experience of the specific region/country in which the expert is to assist
6. Good knowledge of cultural dynamics of target communities
7. Self motivated.

3.2.4 Incentives for the Pillar Specialists

- Support for participation in CAADP activities
- Opportunities for travel, engagement and exchange (as well as CTRs)
- Capacity strengthening
- Recognition for contribution to the collective African initiative
- In kind rewards and experience acquisition
- Research and employment opportunities
- Opportunities for evaluation and accreditation

3.3 Functions and Terms of Reference for the Pillar Lead Institution

The Lead Pillar Institution will take leadership in coordination of pillar activities including managing network of specialists and experts to provide the technical requirements of regional and country CAADP roundtable processes. Specific roles and responsibilities of the Lead Pillar Institution are:

- i. **Manage an active network of partnerships and expertise.** This will include:
 - a. Identification, establishment and accreditation of network partners and experts in a transparent and widely inclusive way
 - b. Proactively mobilizing and linking network partners and experts to country CAADP processes
 - c. Develop and regularly update an expert/specialist database within and related to the Pillar subject matter
 - d. Managing MOUs/TORs for partners/experts
 - e. Monitoring and assessment of network partners and experts (integrated learning platforms)
 - f. Managing physical and virtual platforms for networking and exchange of information among network members
 - g. Actively seeking opportunities to collaborate and expand the dynamic network
 - h. Nurturing and capacity development of network members
- ii. **Organise and facilitate response to REC and country CAADP Team requests for information, knowledge and analytical skills support** with regard to roundtable aspects including:
 - a. Policy review and analysis/ policy design
 - b. Identifying gaps in national priorities, programmes and/or policies
 - c. Overseeing the development of tools, analyses and scenario planning and building capacity for their use in-country

- d. Developing tools, systems and measuring and monitoring mechanisms and supporting manuals to assist in national, regional and continental reporting of pillar related statistics and progress towards pillar goals
 - e. Providing analytical expertise for emergency issues and assisting in the design, implementation and M&E of these programmes
 - f. Providing technical backstopping for these tools, analyses and systems
 - g. Providing training and capacity development for the use of the various tools, analyses and systems
 - h. Support the on-going monitoring and evaluation/peer review process in CAADP implementation
 - i. Information packaging and exchange to support learning
 - j. Strengthening the capacity of country institutions (MOA, Farmer groups...)
 - k. Empowering civil society (advocacy/accountability) to participate actively in the country processes.
- iii. Conduct and coordinate evidence-based research to support the country processes and disseminate:**
- a. the results of this research
 - b. lessons learnt from the country processes, policies and programmes and
 - c. examples of best practice.
- iv. Provide intellectual leadership for the pillar area including regular review of the pillar framework** and preparation and dissemination of opinion pieces/policy/action briefs regarding new and emerging issues in the pillar area.
- v. Mobilise and manage** resources for pillar activities

3.4 Criteria for selection of pillar lead institutions

The Lead Institutions will be selected from African institutions through an AUC-NEPAD coordinated transparent process based on following criteria:

1. Proven previous experience in the areas outlined in the ToR above (e.g. number of networks they belong to, size of networks, duration of networking activity, policy review and *relevant* programme design, evidence-based research, analysis, capacity development, advocacy etc.)
2. Evidence of active partnerships in Africa (e.g. MoUs, letters of support from other organizations)
3. A demonstrated and recognized deep knowledge of the subject (pillar) knowledge
4. A demonstrated deep understanding of CAADP (e.g. evidence of current and previous involvement in CAADP)
5. Adequate institutional capacity including an appropriate mix of skills, analytical capacity, expertise and experience relevant to the pillar (eg. number of quality products, number and profile of staff (CVs) that cover the required skills, leadership and organisational profile)
6. Demonstrated evidence of credible supporting systems including a sound operational structure (e.g. audited accounts, sound financial management systems, certification, accreditation (where it exists), competent management of the organisation, human resource management protocols, clear governance structure)
7. Excellent communication capabilities (e.g. translating policy into action, IT capacity, facilities, connectivity etc).
8. Relevant experience with working with communities and/or policy makers
9. Demonstrated leadership and facilitation skills (e.g. inclusive leadership)
10. Demonstrated ability for capacity development.

3.5 Monitoring & assessing/strengthening pillar institutions performance

The following performance monitoring indicators will be used to evaluate Pillar Lead Institutions:

1. **The quality (effectiveness and efficiency) of the networks and their activities** (e.g. number of accredited members, network size, quality of experts, active network partnerships, representativeness of the expert pool, number of experts involved directly in the country processes, the existence of and how up-to-date the database)
2. **The quality (effectiveness and efficiency) of assistance provided to RECs and countries** (e.g. relevance of tools, guides and information to local situations, rate of adoption and use of frameworks, tools, analyses and systems, the quality CRTs and investment programmes as a result of Pillar/network involvement, alignment of country products to CAADP Pillar principles and values, satisfaction of end users, quality of information packages)
3. **Evidence of dissemination of evidence-based research, lessons learnt and examples of best practice.**
4. **Dissemination of opinion pieces/policy/action briefs responding to new and emerging issues in the pillar area.**
5. **Effective** mobilisation and efficient management of resources for pillar activities

3.6 Coordination support to Pillar Lead Institutions facilitated by NEPAD in liaison with the RECs

1. **Ensuring** the pillar institutions get necessary information support and linkages to enable them fulfil their role
2. **Quality assurance** of the entire process of pillar engagement, frameworks, tools and systems
3. **Monitoring pillar work plans** and ensuring mobilization of resources
4. **Review proposals**, budgets and strategic plans
5. **Ensuring** network is operational, representative
6. **Pillar quality assurance and oversight** e.g. ensuring that the pillars are moving in the right direction
7. **Effectively linking RECs, Pillars and countries** and backstopping where necessary
8. **Political mobilisation** and ensuring country engagement
9. **Establishment** of an inter-pillar advisory group
10. **Address wider linkages with AUC** and other specialised institutions (including continental positions (e.g. climate change, biofuels, GMOs, livestock) and research perspectives)

11. **Inter-pillar coordination functions** with specific focus on:

- i. Ensuring inter-pillar integration and coordination
- ii. Organising inter-pillar meetings (combined with PPs as well as virtual meetings/platforms) for inter-pillar review, experience sharing etc.
- iii. Establishing and managing a combined (drawn from pillar networks) network of experts for inter-pillar elements
- iv. Overseeing CAADP Framework Review – keeping it updated
- v. Advancing shared learning among pillar institutions
- vi. Addressing cross-cutting issues and facilitate joint publications e.g. gender, HIV, livestock, fisheries, forestry etc.
- vii. Proactively advocating the inclusion of youth in the process and capacity development of these