



**AFRICAN UNION:
BUSINESS PLAN FOR
IMPLEMENTATION OF THE
CAADP-MALABO DECLARATION
(2017–2021)**

VOLUME 1: MAIN TEXT
(Updated draft, February 23, 2017)

Executive Summary

The strategic context of this exercise is the urgency of ensuring the African Union (AU) entities and its member states generate strategic results from implementing the key actions outlined in the CAADP-Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods. These actions will be guided by numerous evidenced-based assessments, roadmaps and implementation lessons that have been supported through the Comprehensive Africa Agriculture Development Programme (CAADP).

The main purpose of the AU-CAADP Business Plan (BP: 2017-2021) is to provide a clear, concise, and agreed upon “framing document”/strategic framework for guiding implementation and delivery of the commitments outlined in the CAADP-Malabo Declaration. This BP, together with other key information and consultations, also will be used to help mobilize and align development partners (DPs) and other CAADP constituencies’ support within the priority result areas, which contribute to the achievement of the CAADP-Malabo commitments. An African Union (AU) team prepared this BP, with inputs from and in consultation with a range of stakeholders, including technical staff of the African Union Commission - Department of Rural Economy and Agriculture (AUC-DREA), the NEPAD Planning and Coordinating Agency (NPCA), Regional Economic Communities (RECs), and DPs.

Programmatic Approach to Support the Malabo Result Areas: The seven CAADP-Malabo Result Areas (C-MRAs), with their corresponding seven programmes and 35 subprogrammes, are the core drivers of this BP. The MRAs, together with their strategic thrusts, are outlined below:

1. **Recommitment to Principles and Values of the CAADP process:** agricultural policy and regulatory frameworks, coupled with evidence-based planning and budgeting; agricultural sector organizational and functional arrangements and capacity; in-country and regional coordination and accountability mechanisms; partnerships, alliances, including farmer organizations, cooperative and civil society.
2. **Enhancing Investment Finance in Agriculture:** public policy, regulatory and financing framework for catalyzing private sector investments; level and quality of agriculture public expenditures; domestic and foreign investment promotion; public-private-partnerships and dialogue.
3. **Ending Hunger in Africa by 2025:** access to and use of increased agricultural inputs and mechanization; post-harvest management; homegrown school feeding; biofortification; food and nutrition knowledge management, nutrition status and nutrition coordination; food/diet diversification; and social protection.
4. **Halving Poverty by 2025, Through Inclusive Agricultural Growth and Transformation:** sustainable land management and governance; irrigation and water management; animal resources development; technology generation, dissemination and adoption; agripreneurship for youth and women; and value chain development.
5. **Boosting Intra-African Trade in Agricultural Commodities and Services:** policy and trade regime harmonization; food safety and compliance, and trade standards; market orientated infrastructure; agricultural growth zones/corridors; and trade negotiation capacity
6. **Enhancing Resilience of Livelihoods and Production Systems to Climate Variability and other Related Risks:** early warning and response systems; mainstreaming and sustainability of climate change and risk management; climate change negotiation capacity; natural resource management (especially forestry); and disaster risk management.

7. **Strengthening Mutual Accountability to Actions and Results:** focus at the continental level: strategic knowledge management; strategic communication and advocacy; strengthened coordination, partnerships and resource mobilization; M&E systems reporting and biennial reviews; leadership and political engagement for implementation.

Based on these seven C-MRAs, the BP outlines seven corresponding programmes and their supporting 36 subprogrammes. Using a results framework (RF) methodology, each programme is underpinned by a strong results chain with clear and coherent objectives, outcomes, and supporting subprogrammes. Eight priority subprogrammes have been identified as priority, given their strategic roles in contributing to the overall goals and SP objectives.

Each subprogramme and its objectives and outcomes will generate strategic and prioritized outputs, comprised of four main types of common products/services, which will be contextualized to support member state requirements. The focus of these outputs involves continental “public good” services/products that only the AU entities can provide and exhibit a comparative advantage in providing to member states. These outputs include:

- Strategic frameworks, tools, and good practices, drawing on relevant global and continental-level experiences and good practices (generally Priority 1, because it drives other key results);
- Capacity development modules and their delivery to key stakeholders (generally Priority 2, because it helps ensure sustainability);
- Demand-driven implementation assistance (generally Priority 3, because it helps ensure tangible results at the country level);
- Shared learning arising from the implementation experience at the three levels, and which will be incorporated in the above three services (another “continental public good”); and
- The member states will have the main responsibility for delivery of the CAADP-Malabo commitments, and will be supported by these four main types of services.

BP Delivery Model: A central feature of the BP is the introduction/application of a programmatic approach and an innovative delivery model of the four types of services to be provided by the AU entities in a coordinated, complementary and synergistic manner. This delivery model includes enhanced mechanisms for internal and external engagement and coordination, drawing on the expertise of technical Networks and technical partners to support member-state delivery of the CAADP-Malabo commitments. This delivery model also will be supported by enhanced accountability mechanisms, as well as M&E and a reporting system, including biennial reports to be submitted to the AU Summit, and used as management tool.

Technical Human Resources (HR) and Accountability Mechanisms: The programmes and supporting subprogrammes outlined above will require an appropriate level and composition of a highly qualified managerial and technical/coordinating team. All AU technical team members will play an important coordinating, catalytic and facilitating role in helping to engage other collaborating entities and technical experts, including the pivotal technical networks. There will be enhanced accountability mechanisms to help ensure strong performance and results.

Funding Requirements/Priorities: The financial resource requirements to deliver efficiently and effectively on the CAADP–Malabo commitments during the period 2017-2021 total approximately US \$103.7 Million (or about US\$20 M per year).

Financing Gap and Strategy: There is approximately a current financing gap of about US\$ 62.0 M (or about 60% of the total estimated requirements). The financing strategy will build on existing strategies and sources, and pursue innovative mechanisms from domestic/Africa and external

sources, based on a forthcoming resource mobilization strategy. The BP and supporting Operational Plan (OP) emphasize identifying clear strategic priorities to ensure these priorities are adequately funded. To the extent the financing gap is closed, additional results with respect to the CAADP-Malabo commitments will be accelerated and achieved.

Strategic Partnerships and Communications: The BP and its delivery model accords high priority to fostering complementary strategic partnerships at four levels—global, continental, regional and country—supported by enhanced communications and dissemination of results.

Implementation Strategy, Arrangements and Mechanisms: The core of the implementation strategy of the BP will revolve around using the results framework (RF) and its supporting operational plan as a roadmap for guiding implementation and activating an improved delivery model to carry out the strategic activities at the relevant levels (continental, regional and/or member state). Implementation will be supported by enhanced coordination and teamwork mechanisms, which will be strengthened at the three levels.

Main Risks and Mitigation Measures: The risk management of this BP involved a contextual assessment that provided the basis for identifying six priority risks and their mitigating actions, which are outlined in this BP. These six risks involve:

- Variable commitment of key stakeholders;
- Inadequate level and utilization of resources (human and financial for programme implementation);
- Uncertain, variable and inadequate development partner support;
- Capacity constraints for effective implementation at REC and country levels
- Mobilizing the key role of a constrained private sector; and
- Weak and results-focused Monitoring and Evaluation systems to track progress and make needed adjustments.

Finally, this BP and its supporting OP aim to catalyze and support prioritized and results-focused actions at the continental, regional and member state level, especially those that will help deliver on the CAADP-Malabo commitments with the support of other key actors (e.g. technical networks).

