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Acronyms

AERC	African Economic Research Consortium
AfDB	African Development Bank
AU	African Union
CAADP	Comprehensive Africa Agriculture Development Programme
CD	Capacity-Development
CDPIP	Capacity-Development Project for Investment Planning & Policy
CMR	Cameroon, Republic of
COD	DR Congo
COMESA	Common Market for Eastern & Southern Africa
CSO	Civil Society Organisation
CTA	Contracted Technical Adviser
DAC	Development Assistance Committee, OECD
DRC	Democratic Republic of Congo
ECCAS	Economic Community of Central African States
ESA	Agricultural Development Economics Division (FAO)
FAO	Food & Agriculture Organisation
FAO-R	FAO Representation (Representative)
FPMIS	Field Programme Management Information System
FNSARD	Food & Nutrition Security, Agriculture & Rural Development
GASFP	Global Agriculture & Food Security Programme (World Bank)
GIZ	German International Development Co-Operation
HQ	Headquarters
IFAD	International Fund for Agricultural Development
IFPRI	International Food Policy Research Institute
LoA	Letter of Agreement
LSO	Lesotho, Kingdom of
LTO	Lead Technical Officer
LTU	Lead Technical Unit
M&E	Monitoring & Evaluation
MAFAP	Monitoring & Analysing Food & Agriculture Policies
MDGs	Millennium Development Goals
MoU	Memorandum of Understanding
NAIP	National Agricultural Investment Plan
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organisation
NPCA	NEPAD Planning & Co-Ordinating Agency (formerly, NEPAD Secretariat)
OECD	Organisation for Economic Co-Operation & Development
OED	Office of Evaluation (FAO)
PC	Programme Committee
PS	Permanent Secretary
PSC	Programme/Project Steering Committee
PT	Programme/Project Taskforce
RAF	Regional Office for Africa (FAO)
RBM	Results-Based Management
RECs	Regional Economic Communities
SADC	Southern African Development Community
SG	Secretary-General
TCD	Chad, Republic of

TCI	FAO Investment Centre
TCIA	TCI Africa
ToC	Table of Contents
TZA	Tanzania, United Republic of
UN	United Nations
UNEG	United Nations Evaluation Group
WB	World Bank
WFP	World Food Programme

Executive Summary

ES 1. the Capacity development Project for Investment Planning and Policy (CAADP-CDPIP) - GCP/INT/132/GER implemented in five countries in two sub-regions (DRC, Cameroon, Chad, Lesotho and Tanzania) aimed at strengthening the actors directly responsible for the design and implementation of the plans and programmes at country level, as well as selected national and regional experts and institutions providing support and advisory services on investment. The Project, funded by Germany, has a scheduled duration of 27 months and a budget of USD 2,343,960. The project commenced in 1 October 2011 and its activities will end on August 2014.

ES 2. The overall purpose of the evaluation is to assess the project's conceptual, inception and implementation phases in at least three of the five countries in which it is operational, until the formal end of the project on 31st August 2014. It is to note that the formal inception phase started at different times according to the context of each project country. For the three countries proposed for evaluation inception starting dates are the following: DRC, August 2012; Cameroon, November 2012; Lesotho, December 2012.

Key findings

ES 3. The project could not capitalise fully on the potential of its institutional home in the FAO Investment Centre. The project was purposely housed within TCI in Rome (with its operational arm in TCIA) to benefit from the expertise of the division, The project design envisaged TCI investment officers providing ongoing technical support to countries within the CDPIP project, to complement existing country offices expertise and national consultants, but due to the on-going restructuring and staffing problems within TCI this was not achieved at the level that had been planned. Project governance and oversight was less than satisfactory due to the weak project management structure.

ES 4. Taking into account the 'theory of change' aspects and the log-frame in the design and programming, there is an evident logic to the intended approach, but it is limited by the overly-ambitious design and the unnecessarily complexity for a pilot process, especially when considered in terms of the limited budget available and a finite implementation period.

ES 5. High quality national Food Security, Nutrition, Agriculture & Rural Development Sector investment plans and programmes are developed by CAADP national actors, are adopted and reflected in budget allocations and execution in five countries. CDPIP contributed to the attainment of this goal in three countries, but in Lesotho the NAIP was not finalized or validated nationally by project end. In Tanzania the NAIP had already been finalized but not fully incorporated in national policy and planning framework. Similarly, the NAIPs were not operationalised and the funding gap was not addressed through the Business Meeting process in Cameroon, Chad and Lesotho, with limited success in DRC.

ES 6. High quality national investment plans and programmes developed by CAADP national actors in five countries. Broadly, the process facilitated the active involvement and engagement of national actors (government, farmer organizations, private sector, civil society and donors) in the planning process in an informed and participatory manner, which enhanced mutual understanding and collaborative approaches to NAIP formulation. Apart of the process, CDPIP contributed to strengthened skills of core technical stakeholders in all

countries, including government staff and national consultants by familiarizing them with new concepts and processes in analysis/costing matrices areas.

ES 7. In terms of CD, the project design set-out to apply systemic capacity-development (in terms of simultaneous application across the enabling environment, institutional and individual levels) which is in line with FAO's Corporate Strategy on Capacity Development (2010). This proved to be overly-ambitious in the context of the limited budget and tight time-frame.

ES 8. In terms of gender equality, the CDPIP process considered equal participation of men and women, as well as representatives of groups of stakeholders, such as from disadvantaged groups, into the implementation of the project through representation by CSOs and farming organisations, ensuring female representation. This has been transversally addressed where possible. However, the participation of these gender categories into the process varies from one country to another, as shown on the progress assessment reports.

Recommendations

1. Recommendation I

Building on the experience of CDPIP, and working within the CAADP framework, FAO in general and TCI in particular should expand and intensify its capacity development efforts in national level investment planning and policy analysis. Stronger country ownership of the CAADP process can only come if there is much greater national capacity for planning and implementing investment programmes.

2. Recommendation II

Future capacity development support must be: (i) longer term; (ii) cover the entire CAADP country process (not just NAIPs); (iii) address all three dimensions of capacity development (individual, organisational and enabling environment); and (iv) embedded in the FAO Country Programme Framework of each participating country.

3. Recommendation III

Within FAO, TCI should maintain a leadership role in capacity development for investment planning, taking care to engage other FAO divisions where appropriate and harmonise with efforts supported by governments and other development partners.

4. Recommendation IV

Since countries are at different stages of the CAADP process and have their own unique needs, capacity development interventions should remain flexible, responsive and tailored to changing circumstances. At the same time learning resource material developed under CDPIP remains relevant across a range of situations and should be developed further.

5. Recommendation V

Based on the findings of this evaluation TCI should initiate the design of a follow-up capacity development project to span at least five years and ten countries, to be ready for implementation by the beginning of 2016.

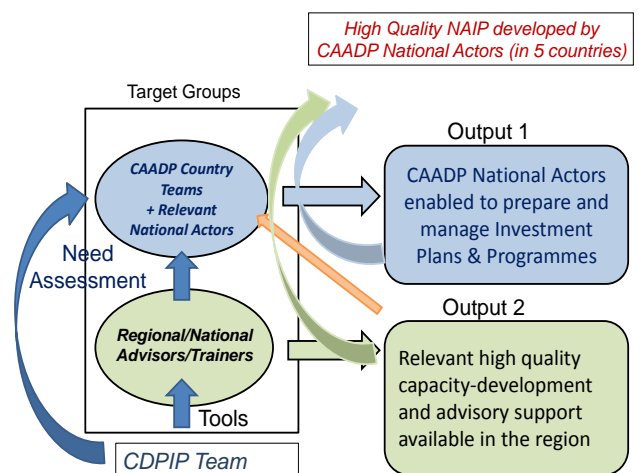
1 Rationale and Focus of the Evaluation of CDPIP

1.1 Background: Capacity-Development Project for Investment Planning & Policy (CDPIP)

1. The Comprehensive Africa Agriculture Development Programme (CAADP) is an African Union (AU) initiative to eliminate hunger and reduce poverty by accelerating agricultural production and productivity. Led by the New Partnership for Africa's Development (NEPAD), the initiative was endorsed by African Heads of State at the 2003 AU Summit in Maputo. Under the Maputo Agreement, governments commit to increase public spending on agriculture to at least 10% of the national budget and to increase annual agriculture growth to at least 6%.

The main thrust of CAADP implementation is at country level: Multi-stakeholder roundtables produce Country Compacts signed by governments, development partners and other key sector stakeholders as a basis for National Agricultural Investment Plans (NAIPs) towards equitable agricultural growth. Seven years after the CAADP launch, the 2010 Review identified widespread and structural capacity gaps in investment planning. The countries that developed investment plans have often done so using extensive external expertise. The need for strengthened investment planning capacity was reiterated at several CAADP events, most recently at the 7th CAADP Partnership Platform of March 2011.

Figure 1: Generic Scheme for CDPIP Implementation



2. FAO, including through TCI, has been a strategic support to the CAADP process through its participation in the national roundtable process; by sharing knowledge through studies and reports; and by participating in donor co-ordination, especially through its role in the Global Donor Platform for Rural Development (GDPRD) and multi-stakeholder collaboration in the CAADP Partnership Platform. A key principle of the CAADP framework is the emphasis on African ownership, which calls for national capacity development, for which TCI leverages its growing capacity development work as a way to respond to the CAADP challenge. In this regard and in an effort to bridge the identified capacity gap in CAADP relating to investment planning, TCI has focused on introducing new concepts and approaches that seek to address this identified weakness in the CAADP framework.

3. In designing CDPIP the intended role of FAO was to strengthen national capacity-development in investment planning by drawing on the extensive expertise and experience of FAO in general and TCI in particular.

4. CDPIP was financed by Germany in the amount of US\$2.434m over a period of three years (01.10.2011-31.08.2014), with the following objectives, expected results and activities, notably:

- **Overall Objective:** High quality national FNSARD Sector¹ investment plans and programmes are developed by CAADP national actors are adopted and reflected in budget allocations and execution in five countries (i.e. DR Congo, Cameroon, Chad, Lesotho and Tanzania)²;
- **Specific Objective:** Strengthen the actors directly responsible for the design and implementation of the plans and programmes at country level, as well as selected national and regional experts and institutions providing support and advisory services on investment;
- **Expected Results:** The results of this multi-faceted engagement can be summarised as:
 - Strengthened understanding and ownership of the CAADP processes by state and non-state national actors;
 - Increased technical quality of NAIP documents;
 - Inclusive participatory processes established for NAIP development;
 - Capacity enhancement of key national actors, both in terms of technical capacities (e.g. RBM, costing etc.) and soft capacities (e.g. communication, advocacy etc.);
 - Network of national experts initiated across countries exchanging information and dialoguing on investment planning.

1.2 Purpose & Scope of the Evaluation

5. A Final Evaluation was undertaken of the ‘Capacity-development Project for Investment Planning & Policy’ (CDPIP), which is a ‘pilot’ process for the FAO Investment Centre, with a focus on the following:

- Assess the extent to which the project has achieved its objectives in the five countries;
- Evaluate the nature and quality of capacity-development processes that were put in place in the project countries and the extent to which such processes contributed to increased capacities of national actors;
- Key Issues and Lessons Learned, which can improve delivery of future similar projects (and improve accountability to the project donor);

¹ Food Security, Nutrition, Agriculture & Rural Development Sectors.

² CDPIP countries were purposely selected as they were at different stages of the CAADP process: Cameroon, Chad and Lesotho were at the Phase 1: NAIP Formulation Stage; DR Congo was at Phase 2: NAIP Implementation Stage; and Tanzania was at Phase 3: NAIP Adapting & Re-Planning Stage.

- Given the strong capacity-development focus³ and the pilot nature of the project⁴, contribute to FAO Investment Centre organisational learning.
6. The nature of the project justified the need for a ‘double lens’ in conducting the evaluation, notably focusing on:
- Technical quality and results achieved by the project; and
 - Nature of the capacity-development model and approach embodied in the CDPIP (i.e. quality of CD processes, types of engagements and extent to which these facilitated achievement of project results).
7. The scope of the evaluation covered five countries (i.e. Cameroon, Chad, DR Congo, Lesotho and Tanzania) across project conceptual/design, inception and implementation phases, as well as evaluating the nature and quality of capacity-development processes that were put in place in the project countries and the extent to which such processes contributed to increased capacities of national actors.
8. The Terms of Reference for the Final Evaluation of CDPIP are attached in Annex 1 and a brief Profile of the Evaluation Team members is attached in Annex 2.

1.3 Methodology of the Evaluation

9. Under the overall guidance of the FAO Office of Evaluation (OED) the evaluation adhered to the UNEG Norms & Standards⁵ and adopted a consultative and transparent approach with internal-external stakeholders throughout the evaluation process. Triangulation of evidence and information gathered underpinned the validation of evidence collected and its analysis and supported the main conclusions and recommendations.
10. The evaluation made use of the following tools: review of existing reports; semi-structured interviews with key informants, stakeholders and participants; supported by check lists and/or interview protocols (using an evaluation matrix); and direct observation during field visits.
11. The evaluation focused on addressing four Evaluation Questions outlined in the ToR (Section 3.1), through assessing programme/project progress against objectives, using the standard DAC evaluation criteria (i.e. Relevance, Effectiveness, Efficiency, Impact, Sustainability) and the UN Common Country Programming Principles (i.e. Human Rights-based Approaches, Right to Food, Decent Work, Gender Equality, Environmental

³ Capacity-Development is defined as: “a multi-dimensional process that goes far beyond knowledge and skills transfer at the individual level to embrace whole organisations, sectors and systems, and the culture and context within which they exist”.

⁴ Given its strong focus on Capacity Development, the project is a ‘pilot’ for the Investment Centre in that it represents an example of the new commitment of the Organisation to shift its role from that of a provider of technical assistance to that of a provider of a mix of technical knowledge and CD approaches, building on local resources, including people, skills, technologies and organisations. (FAO Corporate Strategy, 2011). As such, this evaluation will strongly contribute to organisational learning.

⁵ United Nations Evaluation Guidelines (UNEG) - <http://www.uneval.org/normsandstandards>

Sustainability, Capacity-Development and Results-based Management). The four Evaluation Questions are:

- Have the stated goals of the project been achieved?
- Have the NAIPs been recognised and integrated in the national planning processes?
- To what extent have the national institutions sustainable and responsive capacity to lead NAIPs?
- To which extent the project created a pool of practical knowledge and good practices for public use?

12. The Final Evaluation was conducted in 4 phases, as follows:

- Phase 1: Desk Research & Preparation of Outline Workplan
- Phase 2: Consultations with FAO Rome, FAO Regional Offices and country Visits and Consultations
 - Cameroon, structured consultations in 16 meetings over 5 days;
 - DR Congo, structured consultations in 19 meetings over 5 days;
 - Chad, structured consultations in 20 meetings, over 5 days;
 - Lesotho, structured consultations in 15 meetings, over 4 days;
- Phase 3: Synthesis and Reporting

13. The Target Groups were identified as country-level stakeholders who can/should influence agricultural policy and investment planning/implementation, to include:

- CAADP Country Team, as the main drivers of the CAADP-CDPIP process;
- Relevant government actors, involved in agricultural policy and investment planning;
- Representatives of the private sector/chambers of commerce and civil society organisations, in particular producer associations representing small-holders, with particular emphasis on farmer organisations;
- Representatives from national research institutions/universities and ‘think-tanks’, including national experts and advisors in investment planning.

14. Overall, a total of 90 structured consultation meetings were conducted within FAO and in each of the 4 countries visited.

2 Context of the CDPIP

2.1 *TCI Strategic Positioning and Priorities*

15. FAO has distinct comparative advantage in terms of its focus on the agriculture sector and global recognition as a leader in its field, both in terms of scope and reach. It is widely recognised as an important source of knowledge and expertise, of which capacity-development is a key component of its core mandate (as recognised in the Strategic Framework 2010-2019). In particular, FAO collaboration with the World Bank (under a MoU signed in 1997) has resulted in key divisions and units being increasingly engaged in joint activities at HQ-level and in the field, with TCI undertaking investment preparation, programme/project formulation and development of investment financing strategies, in partnership with the WB. TCI also co-operates with a wide range of international and national financing institutions and funds, with counterparts ranging from host country government agencies, private sector and NGOs.

16. Investment support services are primarily reflected in Core Function 4: “Advise and support capacity development at country and regional level for evidence-based policies, investments, programmes”. In particular Output 3.4: Financial and investment mechanisms and services are strengthened to ensure efficient and inclusive access to capital for growth in agriculture, food and forestry industry and meet food security and nutrition needs and rural income generation.

17. TCI delivers investment support services through (a) upstream policy and strategic advice to strengthen the enabling framework for effective investments; (b) investment projects and programmes” involving the design and implementation of effective public and private investments, resulting in increased resources for Food Security, Nutrition, Agriculture and Rural Development (FSNARD), and sustainable natural resource management; and (c) capacity development for country stakeholders to be firmly in charge, making investment more effective.

18. TCI played a major role in the Strategic Thinking Process in 2012 which led to the development of the new SF and contributed to the development of the five SOs. It participated in the Trends and Challenges, the Comparative Advantage and the Core Functions groups; it led the development of SO-4, and also of Governance, a cross-cutting theme. Some 25 TCI staff participate in the five SO Teams; and are member of three of the five SO Core Teams (SO1, SO2 and SO5).

19. CDPIP is considered a pilot in TCI, yielding valuable lessons on how best to support country-capacity in agricultural policy and investment planning and implementation.

2.2 *Learning From Past Relevant Evaluations*

2.2.1 *Evaluation on FAO Capacity Development Activities in Africa*

20. Following the Evaluation of *FAO Activities on Capacity Development (CD) in Africa* (March 2010), FAO CD performance in Africa was perceived as ‘mixed’ (a Summary of the Main Evaluation Findings are outlined in Annex 7).

21. The Evaluation of FAO Activities on Capacity Development (CD) in Africa found, despite many effective and relevant interventions, that FAO CD activities were, for the most part, unsustainable due mainly to:

- Little emphasis given to sustainability and too much given to immediate results and outputs;
- Overly ambitious time-frames and modalities (which continues to be a significant issue and challenge);
- Lack of understanding by FAO staff of the importance of ‘process’ to CD;
- Lack of focus on institutionalising CD activities and building the political will to sustain them;
- Limited motivation and opportunity for follow-up and for M&E by FAO staff.

22. The evaluation also identified that regional and sub-regional offices needed their capacities strengthened, with more resources and better links to expertise in headquarters in order to lead capacity-development in Africa. Where additional resources were not available, a reduction in the number of projects and programmes might be necessary in selected areas. FAO should also work more in partnerships to share some of the costs and to increase its outreach. It should continue to move away from direct implementation to more facilitation and mentoring of local implementers, in the context of CDPIP that started in 2011, introduced an advanced design of CD activities but unsuccessfully addressed the sustainability aspects described above.

23. Because of its short duration, ambitious targets, and donor-driven imperative to deliver results CDPIP exhibited some of the weaknesses identified in the evaluation on capacity development in Africa. There has also been limited follow-up since CDPIP was a pilot initiative to be evaluated before a follow-up programme is designed. On the other hand CDPIP was very much a “process project” which was intended to guide country teams through the investment planning process and institutionalise good practice approaches.

2.2.2 Evaluation on FAO Role in Investment for FNSARD

24. The Evaluation *of FAO’s Role in Investment for Food & Nutrition Security, Agriculture and Rural Development* (January 2013), the evaluation was perceived to be strategic and timely in recognition of the importance of investment in FNSARD, particularly since the food price spikes of 2007-2008, as well as the changing environment for development, new and evolving actors and partnerships (particularly at international level), and the reviewed FAO Strategic Framework (a Summary of the Main Evaluation Findings are outlined in Annex 7).

25. Drawing from the FAO Role in Investment for FNSARD evaluation, working as ‘One FAO’ in support of FNSARD investment requires greater cross-divisional/cross-departmental collaboration and integration. In the new FAO SF, rather than having a separate

core function (CF) on investment, it was agreed to streamline investment across four⁶ of the seven CFs of the SF. TCI further strengthened its ties with the Technical Departments to promote the utilization of knowledge (normative and good practice) and technology for quality investments. TCI has reformed its business model (as discussed in Section 2.1) to build stronger partnerships with the technical divisions as recommended by the independent evaluation of FAO's role in investment in 2012-13. Recognizing that CDPIP was a TCI-led initiative, and that the great majority of FAO's investment planning expertise resides in TCI, there were not many opportunities for productive engagement with other divisions. However CDPIP did collaborate with the Agricultural Development Economics Division (ESA) on the policy dimension of the project.

26. FAO's decentralization policy is intended to make the institution more effective in guiding and assisting member governments in the field. However, in the area of investment support FAO management has determined the extent of decentralization should not be expanded in order to maintain critical mass in the HQ team. This decision arose from the 2013-13 evaluation of FAO's role in investment which recommended that decentralization of this function be approached with some caution, and if over-done could easily be counterproductive. For this reason there were very limited opportunities for CDPIP to adopt a decentralized approach.

3 Analysis of Project Concept and Design

27. Main finding: Taking into account the 'theory of change' aspects and the log-frame in the design and programming, there is an evident logic to the intended approach, but it is limited by the overly-ambitious design and the unnecessarily complexity for a pilot process, especially when considered in terms of the limited budget available and a finite implementation period.

3.1 Theory of Change and Log-frame Aspects

28. The project theory of change is mainly to support high quality national investment plans and programmes to increase agricultural production leading to equitable rural growth. Hence, the project aims at strengthening the actors directly responsible for the design and implementation of the plans and programmes at country level, as well as selected national and regional experts and institutions providing support and advisory services on investment through implementing a capacity development plan tailored to country needs and incorporating a variety of measures including learning events, peer exchange, study tours and advisory support.

29. While the project 'theory of change' is broadly well defined and the drivers of change and bottlenecks were identified, the scenario outlined is somewhat unrealistic under

⁶ (i) Policy dialogue (CF3); (ii) capacity development and support to investment (CF4); (iii) uptake of knowledge, technology and good practice (CF5); and (iv) Partnerships between governments, DPs, CSOs and the private sector (CF6).

the limiting circumstances of CDPIP. With the limited time and resources allocated across 5 countries, the scope of the project and the extent of its reach were ambitious.

30. All capacity-development efforts would be closely linked to country systems, such as policy and budget processes, so that investment plans and programmes developed with support of the project were presented at annual budget sessions and reflected in budget allocations.

31. Leveraging FAO's recognised competency and comparative advantage; strategic partnerships would be established with relevant capacity-development institutions at the national and regional level to strengthen their delivery of capacity-development support on policy and investment preparation and management, both within the project and beyond, building upon the tools and experiences generated by the project.

32. The Logical Framework forms the basis for results-based management and is used for CDPIP monitoring and evaluation. Broadly, the log-frame sets-out the main results and indicators for the project. The results for CDPIP are seen as overly-ambitious and difficult to achieve in the limited time-frame, limited resources and extent of scope, particularly where the emphasis on capacity-development, must be applied as a process.

3.2 Project Concept and Design

33. Strengths of the Design/Programming Process, the following aspects are identified:

- A strong linkage with the CAADP process as an 'entry point' and a focus on strengthening existing country systems through adoption of the CAADP inclusive/participatory approaches by partnering with country level stakeholders who can and should influence agricultural policy and investment planning and implementation, with particular focus on consistency with the relevant Country Programming Framework, as well as consistency with FAO priorities⁷.
- An intended focus on individual learning i.e. enhancing costing, results-based management and investment planning, which were identified in many previous studies as a key bottleneck to the CAADP process. In addition to strengthening the enabling environment i.e. NAIPs.
- The FAO comparative advantage in terms of international recognition for its leadership in FNSARD; on-going engagement and familiarity with CAADP and NPCA, as well as other FAO past and related work; its continental, regional and country-level network/presence; and its technical expertise and support available to strengthening CAADP, incorporation of 'nutrition' aspects into FNSARD and in particular, through involvement TCI(A) for investment-specific aspects.

⁷ The project was directly linked and contributed to FAO's Strategic Objective L on "Increased and more effective public and private investment in agriculture and rural development", the Organisational Result L02 on "Improved public and private sector organisations' capacity to plan, implement and enhance the sustainability of food and agriculture, and rural development investment operations" and specifically, the FAO Investment Centre's Unit Result on "Reinforced capacity of public and private sector practitioners for planning and implementation of investments". The project emphasised FAO's Core Functions of policy advice, capacity development, inter-disciplinary and innovation, and partnerships and alliances, while fully in line with FAO's recently adopted corporate strategy on capacity development.

- An intention to utilise the expertise and comparative advantage of TCI to strengthen budgeting, costing, results-based management and investment planning processes at country level, the key aspects that were most weak in CAADP planning processes.

34. Weaknesses of the Design/Programming Process, the following aspects are identified:

- i. At the conception stage of the process, and in an effort to secure the funding available from Germany, there was perceived 'pressure' on FAO to design a programme/project that met the requirements of the donor in terms of extent of geographic reach/number of countries, time-frame and budget i.e. supporting five countries with US\$2.4m over a period of 3 years, TCI recommending the emphasis on investment planning.
- ii. Other than desk-research, there is no evidence of systematic capacity need assessments being undertaken by TCI as part of the design process, to assess the countries' state of readiness, enabling environment, institutional and individual and/or country-level expectations from the project. This is because of constrained operating environment, such as, the target countries had not been identified at the time of design, and there was no funding available for in-country studies as part of project preparation. Rather, needs were assessed generically on the basis of FAO's extensive involvement in NAIPs across Africa and elsewhere which had revealed systemic weaknesses in investment planning capacity. Country-specific needs assessment was therefore undertaken, in the in-country inception workshops which included a participatory capacity assessment in line with FAO good CD practice guidance, which then formed the basis to identify priority interventions.
- iii. Possibly linked to (i)-(ii) above, design of the project was overly-ambitious for a pilot process, especially when considered in terms of the limited budget available (US\$2.34m); a finite implementation period of 27 months (allowing for a 3-month inception phase), with no potential for extension; geographical coverage in selection of 5 distinct countries (each a distinct mini-project at different stages of development under the CAADP process), of which DR Congo was a programme in its own right (with 11 large provinces); Franco-phone/Anglo-phone requirements for translation (for peer-to-peer review to be effective); operating across 3 RECs (ECCAS, COMESA, SADC) and in 2 FAO regions (Central/Southern Africa); effectively spreading resources too-thinly in terms of project management, technical assistance and back-stopping support, particularly as resources were mostly centralised and based in Rome (through TCI). All of these are valuable lessons learned which highlight the value of the CDPIP pilot and the magnitude of the challenge, and should be factored into the design of a follow-up capacity development programme.
- iv. Most significantly, an unrealistic expectation/presumption that 'systemic' capacity-development (normally, a process that involves years of augmentive effort) would be achievable across 5 countries in a short time-frame and with a restrictive budget, when complex processes and systems needed to be established, embedded and 'owned' by country-level stakeholders/teams

through deliberately participative and cumulative learning-focused approaches to ‘doing-and-reviewing’ under the CAADP process.

- v. As a pilot programme the exit strategy for CDPIP is to inform the design of a follow-up project. TCI management decided that this could not take place until the evaluation results were available (draft report had been scheduled for August 2014). Consequently the break of FAO support has disrupted the investment planning process in some countries and there has been a loss of momentum in others. However, in Cameroun and Chad complementary FAO project support is continuing to support the process.

4 Analysis of the Project Implementation Process

35. Main Finding: The project could not capitalise fully on the potential of its institutional home in the FAO Investment Centre. The project was purposely housed within TCI in Rome (with its operational arm in TCIA) to benefit from the expertise of the division, The project design envisaged TCI investment officers providing ongoing technical support to countries within the CDPIP project, to complement existing country offices expertise and national consultants, but due to the on-going restructuring and staffing problems within TCI this was not achieved at the level that had been planned. Project governance and oversight was less than satisfactory due to the weak project management structure.

4.1 Programme/Project Management

4.1.1 Project Governance and Leadership

36. As a pilot, the project was based in TCI (and specifically in TCIA), with the intention of enabling TCIA to offer the project the benefit of its CAADP investment expertise/experience to-date, including for CDPIP to contribute to strengthening capacity-development for investment in the broader TCI programme(s), as well as addressing the recommendations of the evaluations on ‘FAO Activities in Capacity-Development in Africa’ (2010) and the ‘FAO Role in Investment for FNSARD’ (2013).

37. Project governance and leadership arrangements followed FAO project rules and guidance and were in compliance with the project design document, in which a project task force (PTF) (in this case the Inter-Departmental CAADP Task Team) fulfilled an oversight role similar to that of a Project Steering Committee (PSC). The establishment of a special purpose PSC for CDPIP was not considered necessary for a small project of this nature.

38. The PTF (comprising 40-50 managerial and technical staff) adopted the role of a Steering Committee by providing guidance and support to CDPIP implementation. It met at least twice in person, including via videoconference from the Africa Regional Office (RAF). The PTF included the key people engaged in relevant operations that could provide guidance on implementation of the project in addition to the Donor Liaison and Resource Mobilization Team (TCSR) and the FAO Country Representatives (FAORs).

4.1.2 Project Co-Ordination and Implementation

39. Overall, project co-ordination and implementation was characterised by an emphasis on intensive implementation under challenging circumstances, arising from tight timelines, limited budgetary resources, country-level logistical and implementation challenges, and delayed technical support and backstopping from FAO. To the extent possible within the time and resource constraints the project utilized a range of different CD modalities, in particular coaching for national experts and awareness-raising for broader multi-stakeholder groups to create a common understanding and vision. The coaching approach was intended to hold national actors accountable for the work by challenging their thinking processes, helping them to choose between alternatives, encouraging independent decision-making, building confidence, providing constructive feedback and acknowledging achievements. However due to resource and time limitations the extent of CD for the broader stakeholder group beyond the core technical teams was limited to “awareness raising” to new concepts and approaches, rather than through an extended process of “absorption” and “institutionalisation” of the concepts, which would normally require more time and resources for impact and sustainability. It is the view of the evaluators that the project core team delivered quality outputs and deliverables in very difficult and stressful circumstances. However, if additional time and resources had been available, the project team could have been expected to achieve more effective and sustainable outcomes.

40. The CDPIP core team was located in FAO HQ, Rome and travel to the selected countries was undertaken on a demand-driven basis. The country stakeholders were supported in each selected country by locally recruited national consultants, working on a short-term basis. Coaching, backstopping and management of these national consultants was conducted remotely by e-mail and tele-conference by the Project Co-Ordinator. While this might be understandable under a pilot arrangement, this had the effect of restricting the availability and flexibility of the core team in engaging with the local consultants on-the-ground, requiring them to conduct much of the engagement with the national consultants and the country CAADP Team by e-mail or by telephone/skype, which proved challenging, restrictive and sub-optimal. This arrangement also limited the potential for on-going mentoring and learning under the supervision and guidance of the core team. Basing the core team regionally might have had the enabling effect of enhancing engagement with FAO regional/sub-regional/national offices as well as enhancing availability at country level for management and supervision of national implementation activities. However this would have weakened the link to the key expertise that FAO had to contribute to CDPIP which was (and remains) TCI HQ personnel and regular/experienced TCI consultants.

41. At the sub-regional level, the Project Co-Ordinator liaised with the respective RECs, in particular in the context of regional knowledge management and learning, and in efforts towards the establishment of the data-base for expert support, with limited outcomes. Although NPCA was regularly invited to the project’s inception workshops, at continental level, the project co-ordinator had limited engagement with NPCA, which is responsible for the overall co-ordination of CD support within CAADP, as well as with other partners, including development partners. However the CAADP CD Working Group contributed to the preparation of CDPIP and its recommendations are reflected in the project design. This aspect could have been enhanced and improved with more involvement of TCI senior management in engagement with the RECs and NPCA and results might have been more optimal as a result. Overall, linkages with NEPAD and the regional RECs was less engaging than would have been expected, partly due to the location of the project core team in Rome,

and more likely due to the stipulation by TCIA management that the core team was not to engage directly with either NEPAD (NPCA) or the regional RECs (ECCAS, COMESA, SADC) without prior TCIA approval and on-going involvement. The potential for cross-collaboration and co-ordination was reduced as a result.

42. The main interlocutor with the FAO country office and with the CDPIP local consultant team was the CAADP Focal Person, in most cases appointed by the Ministry of Agriculture. The success and engagement with the CAADP National Team was highly dependent on the quality and commitment of the CAADP Focal Point, based on his/her personality, status/position within the national team, and the resources available to the national team and CAADP Co-Ordinator. While the CAADP Co-Ordinators in the 4 selected countries were by and large effective, there were some challenges encountered, as follows:

- In Cameroon, the CAADP Co-Ordinator was not a senior appointment, reporting to a Deputy-PS and not having direct access to the SG or Minister;
- In Chad, the CAADP Co-Ordinator was a very experienced and senior individual, with access to senior levels of government, but with very limited resources and budget at her disposal;
- In Lesotho, the CAADP Co-Ordinator was not a senior appointment and was perceived as less effective, due in part, to the perceived disengagement of government from the process, with the CAADP process being driven as a technocratic exercise with limited political support and commitment;
- In DRC, the CAADP Co-Ordinator was perceived as broadly effective and energetic.

43. The CDPIP national consultants, FAO HQ and international experts took primary responsibility for facilitating the organisation of the Inception Workshop, the co-ordination of CD efforts, the monitoring of the CD activities and their impact, reporting on CD activities, both to domestic stakeholders and to the CDPIP Co-ordinator. At the country level, the CAADP Team and its Focal Person liaised directly with the FAO staff and consultants, who supported the team in an advisory capacity, as well as with support of the FAO country office. The extent to which the CDPIP national consultants could support the country process was highly dependent on the extent of commitment and capacity of the CAADP Focal Point for success, which the national consultants were not in a position to influence.

4.1.3 Project Exit Strategy

44. There is no evidence of any exit strategy being devised or implemented beyond the mid-point of the project, where one would have been expected to have been formulated in line with any mid-term review of the project, had one been undertaken. The absence of an Exit Strategy has resulted in the following shortcomings, notably:

- i. Insufficient advance preparation for a project close-out in each country, ensuring adequate briefing and guidance being given to national stakeholders, in particular, the CAADP Focal Point and FAO country office, as well as identifying the next steps and the hand-over responsibilities/requirements.

- ii. In all of the CDPIP countries there was a significant gap between the estimated cost of the NAIP and the funding available. A key milestone in the CAADP process is the business meeting at which the NAIP is presented to potential financiers for consideration. This needs to be a nationally owned process, but is one which most countries (not just the CDPIP countries) have struggled to complete. The comparative advantage of TCI in this process is in supporting the development of a robust NAIP to facilitate harmonisation of efforts between development partners and the government. The experience of the DRC business meeting is similar to that of other countries that have convened NAIP business meetings, in that development partners are generally cautious about pledging funds for a broad-based national strategy, and prefer to focus on specific programmes and projects.
- iii. As a consequence, there is little evidence among the national stakeholders of insights into preparation and how the Business Meeting should be convened and managed professionally, as a high-profile event with a specific strategic purpose. The support and input of TCI in preparing the Business Meeting would have been anticipated in order to develop capacity among the national stakeholders, but this kind of support falls outside the scope of CDPIP.

45. Typically, the NAIP is taken to the Business Meeting and efforts are made to raise resources from various donors and the private sector, often in an ad-hoc and poorly planned manner. It is clear that there is insufficient understanding of the requirements to be addressed in the process, notably the Business Meeting, needs to identify: (i) the prioritised investment requirements (as not everything can be funded at once); (ii) the marketing strategy for resource mobilisation; (iii) the target donors/private sector and the business rationale to be applied; and (iv) the outline programmes and projects to be formulated. As a consequence, the design of a follow up CD programme should recognise that the business plan and the business meeting have been weak links in the whole process and should give due consideration to developing capacity in these areas.

4.2 Financial Resources Management

4.2.1 Budget Allocation

46. At the outset of the project, the allocated budget was US\$2.343m, allocated over Years 1-3 as: Year 1: US\$0.903m (38.5%); Year 2: US\$1.016m (43.5%); Year 3: US\$0.425m (18%). A detailed breakdown of the Budget Allocation is outlined in Annex 7.

47. As the project was framed around creating strong collaboration between country-level stakeholders and FAO project experts and technical staff, the budget foresaw significant expenditure relating to consultant/staff costs and travel.

48. The highest expenditure item was ‘Travel’, amounting to US\$0.61m (26%), which was ‘inflated’ due to the centralisation of project management and the absence of senior project staff deployed regionally (apart from local staff hired on an ad-hoc and temporary basis); It also includes a lot of local travel expenses as well as meeting/training course DSAs.

49. ‘Professional Salaries’, amounting to US\$0.57m (24%), related to the contracting of the Project Co-Ordinator and the Project Officer (part-time 50%).

4.2.2 *Budget Utilisation*

50. As at 14.08.2014, the Financial Statement reflected a balance of US\$1.870m. A detailed breakdown of the Budget Utilisation is outlined in Annex 7.

51. Unutilised funds are reflected as US\$444,849, though some minor expenditure may yet have to be presented for payment. Nevertheless, there is evidence of unutilised funding of US\$250,000+ that could have otherwise been utilised to facilitate formal close-out of the project, even where a no-cost extension might have been envisaged, had one been requested.

52. The overall expenditure for CDPIP in-country is: \$1.05m (63%), of which estimated expenditure per CDPIP Country is: Cameroon: \$250,000 (24%); Chad: \$150,000 (14%); DR Congo: \$350,000 (33%); Lesotho: \$250,000 (24%); Tanzania: \$50,000 (5%). There has been no formal budget break-down by country and to-date, no formal breakdown of budget utilisation has been provided by the Budget Holder

53. As the Project Co-Ordinator was not the Budget Holder (as is standard FAO procedure), there is some project-related expenditure not under the control of the Project Co-Ordinator, specifically relating to FAO-specific overheads (i.e. budget lines 5027, 5028, 5029 and 5050).

4.3 *Efficiency and Effectiveness of the Institutional Arrangements (including Government participation)*

54. Main findings: Generally, the level of government support for CAADP was strong in Cameroon, Chad and DR Congo, with CAADP seen as a significant programme in a Central African context, with the support of ECCAS, as the REC. However, in Tanzania, the CAADP process experienced challenges and disagreements amongst the national stakeholders on the approach being imposed on agriculture sector development, as Tanzanian institutional arrangements were complex, though CAADP was supported by COMESA, as the REC. In Lesotho, the government did not demonstrate sufficient commitment and engagement with the CAADP process, preferring instead to allow the process to be driven by the civil service as a technocratic exercise, with little involvement by senior political figures at the policy level. SADC, as the REC, to-date has not been strong in its support for CAADP in the region.

55. Established CAADP processes were adopted in each country in terms of: (i) signing of a MoU with NEPAD/NPCA; (ii) formulation/signing of the CAADP Compact, involving key country-level stakeholders; (iii) appointment of a CAADP Co-ordinator; (iv) establishing a CAADP Country Team; (v) formulation of the NAIP (with support from CDPIP); (vi) secure national validation of the NAIP; (vii) secure an independent technical review and endorsement for the NAIP from NEPAD/NPCA; (viii) formulate the Business Plan and strategy for resource mobilisation; (ix) host the Business Meeting and secure investment support (from donors, private sector, FDI etc.); (x) implement the NAIP; (xi) review NAIP progress and update. A standardised approach was therefore adopted across all countries.

56. Generally, the CAADP Co-Ordinator appointed was not a senior level official with direct access to the Minister for Agriculture, typically with the role relegated to the level of Deputy-Permanent Secretary in many cases (other than Chad, where the official was a senior

and influential individual). This sometimes led to challenges in influencing high-level decision-makers and decision-making.

57. Generally, the stakeholders engaged in the CAADP process (supported by CDPIP) were representative of the CAADP Compact signatories (i.e. government, farming organisations, private sector and civil society), and demonstrated sensitivity to gender representation and to the role of women entrepreneurs.

58. The CAADP National Team was typically comprised of representatives of the main government sectoral departments, farming organisations, private sector and civil society. The national team was normally supported by thematic specialists. However, senior level officials were not always available or present at key intervals in the CDPIP process in the formulation of the NAIP, being substituted on occasions by less senior and less informed individuals. Thematic specialists were engaged on an ad-hoc basis to provide technical inputs and/or to refine technical aspects of the NAIP. The limited involvement of senior-level decision-makers sometimes affected the quality of refinement of the NAIP and may have limited the extent of ‘buy-in’ overall.

59. The NAIP Validation process at national level was successfully completed in DR Congo, Cameroon and Chad. In Lesotho, the NAIP was not validated at national level due to challenges in securing updated information and as a result of the low level of government support for the process, leading to repeated delays. In terms of securing NEPAD-NPCA independent technical review and endorsement, only the NAIP for DR Congo has been endorsed to-date, with the NEPAD-NPCA evaluation due to commence in October for both Cameroon and Chad. The validation and approval/endorsement process for Lesotho is delayed indefinitely as a result of the attempted coup in late-August 2014.

60. The Budget Allocation process in each country is deemed to be variable, but was enabled with support from CDPIP in achieving more realistic budgetary planning and gap analysis for investment support. The indicative budgetary allocations and funding ‘gaps’ for each country are identified as:

Country	Total Budget (US\$ bn)	National Commit (US\$ bn)	Funding Gap (US\$ bn)	US\$ per Capita
Cameroon	7.27	4.18 (58%)	3.09 (42%)	335
DR Congo	5.731	2.047 (36%)	3.684 (64%)	87
Chad	4.71	3.07 (65%)	1.635 (35%)	378
Lesotho	1.075	0.287 (27%)	0.788 (73%)	524

61. The level of budget allocation to FNSARD in DR Congo is particularly low, considering the size and regional disparities within such a large country. Similarly, the level of budgetary commitment by government in Lesotho is cause for concern, with very high reliance on external sources of investment required in the sector.

62. The extent of preparation and capacity for the Business Meeting process, following-on from the formulation of the NAIP and the identification of the funding ‘gap’, gives cause for concern in each country. The NAIP formulation process concentrated on establishing the budget and on identifying the funding gap, but did not address the strategic issues of (i) Investment planning and resource mobilisation strategies; (ii) Targeting investors and adopting marketing differentiation strategies; (iii) Messaging and objective-setting for the

Business Meeting event; and (iv) Programme/Project formulation towards credible resource mobilisation. The CAADP National Team has not been sufficiently equipped and capacitated to confidently devise and implement investment planning and resource mobilisation strategies towards the Business Meeting event.

63. The Business Meeting Process has yet to take place in Cameroon, Chad and Lesotho, being subject to NEPAD-NPCA independent technical review and endorsement of the NAIP. In DR Congo, the Business Meeting process was organised expeditiously, and while being a high-profile event, it did not elicit any significant new commitments from donors or from domestic private sector investors, instead primarily securing FDI (from Israel and South Africa, with investments in Business Parks outside Kinshasa). The Business Meeting process was seen as overly-focusing on commercial agriculture production rather than also on small-holder development and growth. The NAIP process would need to be revisited to ensure that it correctly addresses supports to small-holder agriculture, if it is to address widespread poverty, food insecurity and MSME development (alongside large-scale agriculture development); For more information, refer to the *NAIP Country Comparison Matrix in Annex 6*.

5 Analysis of Results and Contribution to Stated Objectives⁸

Main findings:

64. *Goal:* High quality national FNSARD Sector⁹ investment plans and programmes are developed by CAADP national actors, are adopted and reflected in budget allocations and execution. in five countries¹⁰. CDPIP contributed to the attainment of this goal in three countries, but in Lesotho the NAIP was not finalized or validated nationally by project end. In Tanzania the NAIP had already been finalized but not fully incorporated in national policy and planning framework. Similarly, the NAIPs were not operationalised and the funding gap was not addressed through the Business Meeting process in Cameroon, Chad and Lesotho, with limited success in DRC.

65. *Outcome:* High quality national investment plans and programmes developed by CAADP national actors in five countries. Broadly, the process facilitated the active involvement and engagement of national actors (government, farmer organizations, private sector, civil society and donors) in the planning process in an informed and participatory manner, which enhanced mutual understanding and collaborative approaches to NAIP formulation. Apart of the process, CDPIP contributed to strengthened skills of core technical stakeholders in all countries, including government staff and national consultants by familiarizing them with new concepts and processes in analysis/costing matrices areas.

⁸ The term 'results' includes outputs and outcomes.

⁹ Food Security, Nutrition, Agriculture & Rural Development Sectors.

¹⁰ CDPIP countries were purposely selected as they were at different stages of the CAADP process: Cameroon, Chad and Lesotho were at the Phase 1: NAIP Formulation Stage; DR Congo was at Phase 2: NAIP Implementation Stage; and Tanzania was at Phase 3: NAIP Adapting & Re-Planning Stage.

66. *Expected Results*: The results of this multi-faceted engagement can be summarized as:

- a) ***Strengthened understanding/ownership of CAADP processes by state and non-state national actors***; This aspect was achieved satisfactorily in terms of exposure to new concepts, processes and approaches in an inclusive and participatory manner that promoted mutual understanding and collaborative approaches to NAIP formulation amongst the key stakeholders. CDPIP supported a deepened awareness and knowledge by CAADP focal points and members of country teams of CAADP contents, process, implications and stakes for their own constituencies. This is an important CD result addressing directly one of the major weaknesses in the CAADP processes.
- b) ***Increased technical quality of NAIP documents***; Broadly, the NAIPs were produced to a high standard in all countries, but in Lesotho the process was hampered by low levels of government support for the process and lack of information to inform the formulation of the NAIP. This was outside of the control of the CDPIP team. Whilst Lesotho might be an extreme example, all NAIPs seem to be constrained to some extent by lack of available/updated information and evidence. Few CAADP countries have a comprehensive and reliable set of agricultural statistics, and hardly any can provide evidence of the social and economic impacts of different types of investment. This is a significant capacity constraint that needs to be addressed as part of future efforts to support the CAADP process.
- c) ***Inclusive participatory processes established for NAIP development***; This was satisfactorily addressed and managed by CDPIP, with care and attention being paid to ensuring that all stakeholders were involved and engaged in a meaningful and inclusive manner, including sensitivity to gender aspects. CDPIP support resulted in better quality participation and an increased representativeness of multi-stakeholder networks involved in NAIP development process. A few elements contributed to this change: increased cohesion and joint understanding by different stakeholders of the national agriculture priorities; improved clarity in roles and responsibilities of actors involved in the process; increased openness of state actors to consider non-state actors' contributions in the process; better internal motivation of the organizations involved to engage.
- d) ***Capacity enhancement of key national actors, both in terms of technical capacities (e.g. RBM, costing etc.) and soft capacities (e.g. communication, advocacy etc.)***; capacity enhancement can be seen to have taken place in national actors, though this needs to be further enhanced. In terms of 'awareness-raising' to new concepts, processes and approaches, individual technical capacity was enhanced and soft skills were developed in terms of inclusive participatory processes and acceptance amongst national actors that a new approach to NAIP formulation was beneficial. For the core national teams and consultants the approach was based on coaching, peer learning and learning-by-doing to build practical skills and confidence. These skills were put to immediate use. However, the extent of 'systemic capacity-development' that could take place was limited, based on a number of factors . including: (i) limited timeframe and budget available; (i) expeditious approach to project implementation limited soft capacity-development to 'awareness-raising' to new concepts and absorption and learning was restricted through limited practical application in the workplace; (iii) senior-level decision-makers were not fully engaged and participating in all stages of the process, limiting insights and buy-in from them; and (iv) opportunities for mentoring and follow-up were limited due to the combination of the other factors. However, sustainability of the capacity-development initiatives through replicability, practical application and follow-up mentoring/coaching is likely to be low and will dissipate over time without sustained follow-up and reinforcement through some form of follow-up initiative.
- e) ***CDPIP has developed an action-oriented learning resource on Investment Planning and Management***, consisting of a series of modules coupled with PowerPoint presentations presenting different aspects of the NAIP preparation process and technical content, summarising

the approaches of the project in the five countries. This is a key output of the project and one which will provide ongoing practical guidance beyond the life of CDPIP and beyond the participating countries. In DRC it is already being integrated into the national curriculum.

- f) ***Fourteen National Experts selected, inducted/coached and engaged in the NAIP formulation process:*** The national experts have increased their expertise in supporting the NAIP process, being reabsorbed back into the national team, in some cases being redeployed within the Ministry of Agriculture. This is a significant capacity development result. However, the extent to which this capacity is used in the future depends on the level of government commitment to ongoing agricultural sector investment planning and policy processes.
- g) ***Network of national experts initiated across countries exchanging information and dialoguing on investment planning;*** This aspect is seen as weak in terms of its foundation and maturity. Due to the concentration of efforts to expedite the formulation of the NAIPs in each country, the focus and efforts dedicated to establishing networks for knowledge management, information-exchange and peer learning/review was insufficient to ensure its sustainability and impact.

5.1 *Achievements at Outputs Level*¹¹

67. In terms of the log-frame, the project was expected to achieve two key output areas, notably: (i) O1: enable CAADP national actors to prepare investment plans and programmes for the agricultural sector; and (ii) O2: support institutions/experts at national and regional levels to deliver relevant and high quality capacity-development and advisory support to country stakeholders.

68. **In terms of Output 1**, the following outputs were reported as achieved by CDPIP, though their extent of achievement is variable between the selected countries, notably:

69. Three validated NAIPs and one draft NAIP (not validated): While the NAIPs for Cameroon, Chad, DR Congo are acknowledged as a ‘good starting point’ and of sufficient quality, nevertheless, the NAIP formulation process was too intensive to be inclusive of all the national stakeholders. Due to the project limited duration and resources, the CDPIP team was obliged to expedite the NAIP process by formulating the document with stakeholder inputs/feedback in an iterative and collaborative process in the workshop sessions. The NAIP for Lesotho was not formulated/completed with updated data by the CDPIP national team by February 2014, requiring additional research/updating to be undertaken by a NEPAD-funded expert, with a revised NAIP produced in July 2014. This NAIP has yet to be validated nationally (and may be delayed indefinitely due to the recent ‘coup’ attempt on 29.08.2014 and an election scheduled for early-2015).

70. CAADP National Actors ‘exposed’ to new concepts and processes through CDPIP Workshops: There is broad recognition from the national participants in all four countries that the CDPIP process was very enlightening and educational due to its participative and inclusive approach (which helped in supporting development of ‘soft’ skills and improved mutual understanding of perspectives between the stakeholders). In all, approx. 100-150 individuals were involved in the workshop processes, though not all attended and actively participated in all workshops, particularly senior-level officials. This is consistent with

¹¹ A detailed Performance Assessment and Achievement of Results (based on the CDPIP Terminal Report) is outlined in Annex 8

experience in NAIP formulation in many other countries where it has proven difficult to get buy-in by senior officials. The approach to learning varied between the different audiences. For the core national teams and consultants the approach was based on coaching, peer learning and learning-by-doing to build practical skills and confidence. These skills were put to immediate use. Engagement with broader stakeholder groups were of shorter duration and aimed to raise awareness, create buy-in and encourage reflection and networking. These large workshops usually included senior ministry staff and non-state actors. They were intended to provide exposure to new concepts and foster common understanding and vision rather than develop technical skills. Due to its intensity and short duration, the engagement with broader stakeholder groups was deemed to be “exposure” to learning rather than absorption of learning and with limited institutionalization potential, due to lack of on-going technical support and mentoring/guidance beyond the workshops. Both the core teams and the wider stakeholder groups were given an opportunity to provide feedback on the process before and after each event by means of survey questionnaire. Impact assessment and evaluation of the process was not undertaken at a later stage. Ideally, this should have been completed at the close-out of the project to determine whether the learning was absorbed, applied, replicable and sustainable, but this was not planned or undertaken.

71. Budgeting/Costing Matrix (in Excel format) produced and coaching provided to core technical actors: In conjunction with the formulation of the NAIP, an electronic template was produced and adopted by the national teams in formulating cost estimates and financing requirements under the main priority programmes/sub-programmes. This exercise was very beneficial since it addressed a key weakness in investment planning in all/most CAADP countries. However, using the costing template on one occasion with coaching support is not sufficient to develop a sustainable capacity in this area unless starting capacities are already quite high. This should not be surprising given the complexity of the task. Most CAADP countries rely on international TA for budgeting/costing projects and programmes. It is far more difficult to make realistic cost estimates for a multi-dimensional long term investment strategy than for a clearly defined project or programme. This is clearly an area where much more capacity development is needed.

72. The CDPIP design did not envisage supporting capacity development beyond the stage of NAIP preparation, and only one of the countries (DRC) advanced the NAIP process to the business meeting stage. Since most CAADP countries have struggled to develop business plans and organize business meetings, design of a CDPIP follow-up could consider extending CD support to include these processes. This would help the national teams to: (i) identify priority projects/programmes; (ii) the modalities for funding; (iii) the resource mobilization strategies to be adopted; and (iv) organize/facilitate a Business Meeting and to present the investment opportunities to the investment partners (private sector, FDI and donors).

73. **In terms of Output 2**, the following outputs were reported as achieved by CDPIP, though their extent of achievement is variable between the selected countries, notably:

74. Fourteen National Experts selected, inducted/coached and engaged in the NAIP formulation process: The national experts have increased their expertise in supporting the NAIP process, being reabsorbed back into the national team, in some cases being redeployed within the Ministry of Agriculture. This is a significant capacity development result. However, the extent to which this capacity is used in the future depends on the level of

government commitment to ongoing agricultural sector investment planning and policy processes.

75. A CDPIP Learning Resource Pack was produced (in French and English) but had not been widely disseminated at project completion: An action-oriented learning resource on Investment Planning and Management represents an important contribution towards systematization and consolidation of FAO/TCI knowledge and experiences in NAIP formulation, capitalizing on good practices and lessons learned. The various components of the learning resource were utilized in training sessions and on-the-job learning support to national consultants and CAADP actors. At the time of the evaluation the resource pack was still being reviewed by NPCA (which is the formal leader of the CAADP process and therefore wider dissemination was subject to NPCA endorsement). Following no objections from the FAO Regional Office for Africa (RAF) and NPCA this can now be distributed widely. It is available for use by national universities in CAADP countries and elsewhere and is now globally accessible on the FAO website. In DRC the resource has been mainstreamed into the university curricula, but the extent to which it will be used elsewhere remains unclear. Take-up in Lesotho was unsuccessful due to a number of issues, though fresh efforts are underway within the University of Lesotho to incorporate the materials in its curricula. Greater utilization of the learning resource is more likely if there is a follow-up project to provide on-going FAO support and mentoring, and when the learning resource is accessible from FAO investment learning platform.

76. Emerging Partnerships with Universities (in DRC/Lesotho) and a regional network: The project has helped establish early-stage partnerships with selected universities to support the integration and adaptation of the learning material into university curricula. In DRC, an initiative is on-going with four national and 10 provincial universities to incorporate selected modules in agricultural economics/economics courses, aiming to expose 2,500 students annually to the CDPIP-CAADP budgeting/costing/investment planning processes. The National University of Lesotho produced a concept proposal for streamlining investment planning and policies in agricultural economics courses, but this has yet to be approved. The development of a specific training programme targeting professionals was pursued in the framework of collaboration between Botswana and Lesotho universities leading to a detailed course of action and draft institutional agreement. Unfortunately it did not come to fruition owing to the last-minute withdrawal by the Botswana University because of internal capacity constraints. At the latter stage of CDPIP partnership opportunities were explored, with a regional Master programme AERC/CMAAE involving a network of 16 universities, which requires follow-up. In terms of the development of a roster of experts taken-up by the RECs, this activity was not pursued due to limited time/resources. There was also a change of responsibilities and new regional initiatives on roster development, which is why the project did not pursue this in order not to duplicate efforts.

5.2 Achievements at Outcome Level

77. In terms of the log-frame (though there is some confusion with outputs in their reporting in progress reports), outcomes identified as achieved by CDPIP were, notably:

78. A National Team that recognises the benefits of the CAADP NAIP process, and has worked through the process of identifying investment priorities including budgeting/costing, resulting in improved mutual understanding and partnerships. Arising from the CDPIP

intervention, an energised CAADP National Team has been exposed to new approaches and concepts, but has not been fully equipped with the necessary tools and resources to carry the process forward in a sustainable manner. This is particularly pertinent, as the process was predominantly led by the CDPIP international/national consultants and the application of the costing/budgeting matrix is perceived as a complex process, not readily replicable by the national team. However, there is strong support for the inclusive and participative processes promoted by CAADP-CDPIP, which have influenced the policy formulation process, and to some extent, the budgeting/costing process. While the NAIPs have been formulated in all 4 countries, they are only validated in 3 (with Lesotho yet to undertake a national validation process, which is indefinitely delayed following the coup attempt in late-August 2014). The NAIPs have yet to be approved by NEPAD (for CMR, CHD, LES) and as a result, the NAIPs have yet to be implemented by government and endorsed by the wider investment partners (i.e. private sector, FDI and/or donors) under the Business Meeting process led by the REC. This latter stage process is not addressed by CDPIP and will require follow-up from FAO-TCI in support of the REC.

79. Improved dialogue and information-exchange between the CAADP Compact signatories, enhancing policy formulation and sector-wide approaches to socio-economic development: National understanding and institutional dialogue around the value and implications of CAADP are enhanced within government (i.e. within and between sector ministries and other supporting/influencing ministries), as well as between government and the key sectoral stakeholders (notably, farming organisations, private sector, civil society and donors). CDPIP engagements have contributed to achieving an increased ‘quality’¹² of investment plans and programmes in the participating countries, as a result.

80. In DRC the investment planning process advanced to the stage of the business meeting, although this went beyond the stage envisaged in CDPIP design which focused on preparation of investment plans and programmes (Output 1) and institutional capacity building (Output 2). In DRC, CDPIP provided coaching to the national team on how to present the NAIP to potential financiers at the business meeting. However this was not particularly successful in eliciting new funding commitments from development partners or the private sector. CDPIP focused its efforts on building capacity for preparing high quality investment plans which are a prerequisite for attracting financing from both national (government and private sector) and international sources. The inability of the other countries to advance to the business meeting stage makes the point that rigorous investment planning is requires considerable time and resources and provides valuable lessons to be considered in a follow-up programme. It also raises the question of whether a follow-up programme should remain focused on investment planning and costing, or whether it should be extended to incorporate validation at national level, review and endorsement by NEPAD, and resource mobilization through the business planning/business meeting process.

81. It is important to draw a distinction between the formulation of the NAIP and its subsequent packaging/promotion to the investment partners under the business planning/business meeting process, which requires different competencies/skills to address investment planning, resource mobilisation (through marketing/ promotion) and development

¹² In line with NEPAD guidelines, it should be noted that ‘quality’ must be intended as a combination between technical excellence and rigor in the design, *together with* multi-stakeholder participation, ownership and inclusiveness.

of sectoral programmes (through project/programme formulation)., It is also worth noting that TCI can have a major role to play well beyond the business meeting stage through design of investment programmes and projects – in fact this has been TCI’s core business for the whole of its life. This has been demonstrated in a number of instances where TCI-facilitated NAIPs have subsequently evolved into coaching for design projects funded under GAFSP or other international financing windows.

5.3 Achievements at Impact Level

82. In terms of the log-frame, the project was expected achieve the following impact, notably:

	Indicator
<p>Project Impact: High quality national investment plans and programmes are adopted and reflected in budget allocations and execution (in 5 countries);</p>	<ul style="list-style-type: none"> • Approval of the budget, including investment plans/programmes by relevant authorities (e.g. Cabinet of Ministers/Ministry of Finance); • Public resource allocation (by Government and DPs) reflects investment plans/programmes; • Budget execution related to investment plans/programmes is greater than 90%;

Source: CDPIP
Log-frame

83. It is premature to expect a solid result at impact level from the CDPIP intervention in each country, particularly, since the NAIPs in each country have yet to be implemented in any significant manner and/or the business planning/meeting process has yet to be facilitated or has achieved mixed results. In addition, CDPIP was only expected to contribute to impact level results, since most non-CDPIP countries also receive a lot of support for preparation of NAIPs from TCI and other donor programmes. Moreover there are too many un-controlled variables between countries for a simple “with and without CDPIP” comparison to provide credible attribution at impact level.

5.4 Capacity Development

84. In terms of CD, the project design set-out to apply systemic capacity-development (in terms of simultaneous application across the enabling environment, institutional and individual levels) which is in line with FAO’s Corporate Strategy on Capacity Development (2010). This proved to be overly-ambitious in the context of the limited budget and tight time-frame.

85. In FAO’s corporate strategy on Capacity Development (2010), capacity-development is defined as “the process whereby individuals, organisations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time”. Furthermore, in planning CD interventions, it is crucial to consider the following: (i) ‘Capacity’ is related to different dimensions: people, organisations and the enabling environment/society as a whole; these dimensions are inter-dependent and reinforce each other; (ii) Capacity-development is primarily an endogenous process led by national actors and agencies, which is supported by FAO. It is a broad process involving social and political aspects and not only technical aspects; (iii) Countries must take a lead role in enhancing their systems, structures and institutions. This will increase the likelihood that a country will be able to sustain the changes at the end of an FAO CD programme/project; and (iv) There is no easy one-size-fits-all solution for CD; CD interventions need to be tailored to the context of the particular country.

86. In all countries, it was not always possible to convene all members of the national team and the selected stakeholders (representatives of the Compact signatories) in one place at one time in each scheduled workshop (often at short notice). This resulted in a situation where not all participants were fully exposed and familiar with the concepts and processes being introduced under the NAIP formulation process, often resulting in senior officials being absent (due to conflicting work pressures) and sometimes being substituted by a less senior or engaged official. In many cases, thematic specialists were involved in the process at key points in order to provide specific technical inputs and guidance, but they were not fully involved in the learning process and would not have benefitted significantly from their involvement in the workshops. Overlaying the intensity of the process and the short duration of the workshop sessions, resulted in limited exposure and understanding of the process, provided limited opportunity to engage with other stakeholders and/or to interrogate and refine the NAIP formulation process (led by the international/national consultants in order to expedite the process to completion under the restrictions of the project), with sub-optimal capacity-development resulted.

87. In terms of capacity-development, it is important to draw a distinction between: (i) the NAIP investment planning process including budgeting and financing gap analysis (which was the focus of CDPIP); (ii) the resource mobilisation process (not included in CDPIP); and (iii) downstream project/programme formulation (which is TCI's core business but also was not included in CDPIP). Having addressed the first of these three elements under challenging capacity-development circumstances, it is now clear that there is unfinished business to ensure that the NAIPs are realisable and implementable through resource mobilization and project preparation capacity-development. TCI should now (post CDPIP) review its future processes in this regard and take steps to address this gap in capacity at national level in each of the countries, including DRC. If the scope of CDPIP is expanded as part of a follow-up programme it will need to be recognised that different competencies are required to address the requirements of each element.

88. Evaluating outcomes (and impact) of the capacity-development process was undertaken through pre- and post- evaluations of participants, and separately in satisfaction surveys conducted in three countries, targeted at supervisors of participants in the process. This provided short-term perspectives on what was learned, in cases where participants completed both survey questionnaires (for which some problems/challenges were encountered). The satisfaction assessment further provided indications of change in practice and quality of work. For a more qualitative and comprehensive outcome/impact assessment, an ex-post assessments of individuals capacities should have been conducted also at the end of the CDPIP process, by tracking a representative sample of the selected participants from baseline to endline, and by determining the extent of behavioural change, applied learning and relevance of the learning to the workplace, a more valuable and insightful process would have been achieved. However, in the event, no endline surveys were planned or conducted and this is a significant lesson learned for CD M&E.

89. CDPIP was subject to the usual limitations of capacity-development at the individual level related to the risk of redeployment and/or departure from their roles as national team members and specialists in the NAIP process. FAO's CD Strategy of integrating individual capacity development within the institutional and enabling environment levels aims to achieve more sustainable results. In addition, the extent of replicability and transferability of learning for wider skills development is limited if the focus

is entirely on the individual, and exacerbated when the process is subject to the political whims and/or changing priorities of a minister or of the government itself. Even so, the country still stands to benefit if re-deployed individuals remain within the overall realm of FSNARD development. The redeeming factor is the partnerships with the universities, which contribute to maintain more durable results by putting in place an ongoing learning and advisory support even as officials change.

90. Whilst it may be true that CDPIP placed a lot of emphasis on working at individual level it endeavoured to adopt a balanced approach between the three elements of capacity development. It supported the CAADP process under which Maputo Declaration signatories made a political commitment to agricultural development at the institutional and enabling environment levels. The satisfaction assessments indicated that there was real change in terms of more inclusive processes – which is beyond the individual level. Further having a NAIP which has good buy in and is understood across the many stakeholder groups is a significant contributor to a better enabling environment to facilitate implementation.

5.5 Gender Issues

91. In terms of gender equality, the CDPIP process considered equal participation of men and women, as well as representatives of groups of stakeholders, such as from disadvantaged groups, into the implementation of the project through representation by CSOs and farming organisations, ensuring female representation. This has been transversally addressed where possible. However, the participation of these gender categories into the process varies from one country to another, as shown on the progress assessment reports. Overall, the degree of gender inclusiveness was acknowledged by stakeholders consulted as being satisfactorily addressed and safeguarded. In terms of the incorporation of the Learning Resource into the curricula of the national university networks in DR Congo and Lesotho, in particular, and in other countries in due course, it is evident that more effort can be made to ensure that female participant levels are increased.

5.6 Human-Rights Based Approach

92. With the support of FAO, CDPIP incorporated the key principles of food security and nutrition into the CAADP NAIP process, ensuring that focus and attention was applied in addressing these key aspects of wider agricultural development and adoption of a sector-wide approach under FNSARD. This enabled a ‘bias’ towards small-holder family farming practices and empowerment of small-holder farming groups to be consulted and involved in the wider sector development and investment processes.

93. However, some care and attention needs to be applied to the implementation of the NAIPs in each country, following the facilitation of the Business Planning/Business Meeting process. Arising from the CAADP process in DR Congo, there is clear evidence that the Business Meeting forum was more focused on large-scale commercial agriculture (and development of ‘business parks’) rather than equally addressing the structural and perennial challenges facing small-holder farmers, in terms of food security, subsistence agricultural practices, adoption of climate-smart agriculture practices, value-chain development and extension services for productivity/quality improvement aspects, as well as gender sensitivity and focus.

5.7 *Partnerships and Alliances*

94. The following categories of partnerships and alliances are identified in the programming document, notably:

- Country-level: National Government; CAADP Focal Point; CAADP Country Team; National Consultants; FAO Country Office; Donors; Knowledge Centres/Think-Tanks; universities.
- Regional-level: NEPAD-NPCA; RECs; Pillar Institutions; Donors; Think-Tanks.
- International: African Economic Research Consortium (AERC); UN (WFP-IFAD-FAO).
- FAO: Inter-Divisional; Regional and Sub-Regional; FAO Country Office.

95. At the country level, the following aspects are identified, notably:

96. The FAO country office assumed a key role in representing the wider interests of FAO on-the-ground, while supporting CDPIP in the process. In DR Congo and Chad, FAO was seen as influential and acted as an adviser to government on agriculture sector issues and in policy advice, though in DR Congo, IFPRI was seen as the main adviser to the Prime Minister on agricultural matters. In Cameroon, the country office was perceived as less energetic and influential. In Lesotho, due to the challenges of engagement with government in the CAADP process, FAO endeavoured to play an influential role in engaging with high-level officials in engaging with government.

97. Generally, FAO served on donor co-ordination committees, often leading the donor co-ordination efforts in DR Congo, Chad and Lesotho. In DR Congo, under GIBADER (Group des Bailleurs du Développement Rural), FAO intervened to bring all donors onto the same board (IFPRI, IFAD, AfDB, WorldBank, GIZ, etc.) working to get all donors on the same development framework with mutualisation of interventions.

98. LoA in DRC. The goal of the LoA in DRC was to create links between the Ministry of Agriculture and experts of the Universities. The LoA supports the universities in making their teaching more relevant to current challenges and strengthening the links between the universities and the practical experts. This is an important aspect of improving the organizational dimension of investment planning.

99. Partnerships and synergies were established with NPCA-NEPAD, RECs, other donor's programmes and projects, while strong collaboration was in place with FAOR (TCP, UTF etc.), MAFAP and OPC Learning Programme CAADP Pillar 3.

100. DRC and CHD national experts contributed learning insights into CMR inception workshop and other events as part of the project's peer-sharing schemes. Based on direct observation by the project team, the experts demonstrated good analytical and abstraction skills.

101. Partnerships formed with 15 national universities (in DRC and LS) for the integration of parts of the project learning resources into academic curricula;

102. At the regional level, the following aspects are identified, notably:

- The activity concerning the development of a roster was not pursued by the project as noted in project progress reports in light of changing responsibilities and developments on rosters between RECs and NPCA.
- Capacity constraints (staffing, resources as well as skills) in national and regional capacity-development institutions on investment significantly hampered establishment of envisaged partnerships.

103. At the international level, the following aspects are identified, notably:

- Partnership opportunities explored with regional Master programme AERC/CMAAE involving a network of 16 universities, but at an early stage without guarantees of follow-up.

104. At the FAO level, the following aspects are identified, notably:

- Good linkages with FAO Reps in countries and with The Monitoring African Food and Agricultural Policies project (MAFAP).

6 Analysis by Evaluation Criteria

6.1 Relevance

105. The entry-point for CDPIP, as a project intervention in 5 countries, was the ongoing CAADP programme in Africa and the identification of capacity ‘gaps’ in investment planning in the wider process of the formulation of the NAIPs and related resource mobilisation. With FAO-TCI(A) comparative advantage in the agriculture sector and in investment planning, programme/project formulation, it was a logical and necessary planned intervention to address capacity limitations in this regard – CDPIP had relevance to the problems to be solved.

106. The process was demand-driven and based on the CAADP principles of inclusiveness, consultation and participation of all representative stakeholders (government, farmers, private sector, civil society and development co-operation partners), culminating in a national compact, adopting a comprehensive sector-wide approach which integrated with regional and pan-African approaches to promoting a uniform CAADP framework on a progressive basis. The process was reinforced through the inclusion and integration of food security and nutrition aspects into the sector-wide approach to address more comprehensively FNSARD in addressing poverty alleviation.

6.2 Efficiency

107. The extent of over-ambitiousness of the project (arising from project design) led to project resources (both human and financial) being ‘spread too thinly’ and the project roll-out and implementation becoming very intensive and expeditious, due to the limited time-frame and budget. CDPIP was required to develop capacity at the same time as supporting the NAIP process at country level, within variable time-frames determined by the country political context and agreements with the RECs. By project end, while NAIPs were produced and validated (in 3 of 5 countries), they were not yet endorsed and funded by the investment partners (in 3 of 5 countries), and the capacity of national stakeholders to take the process forward in a sustainable manner was not assured. This raised issues on value-for-money and sustainability.

108. Project management arrangements served to limit the ‘sound management’ of the CDPIP in terms of governance/leadership, co-ordination/implementation, reporting/M&E and adoption of an exit strategy. In the absence of a Project Steering Committee, high-level strategic reviews and decision-making within FAO were not taken effectively to guide the project team in their intensive implementation of the project, which was more focused on expeditious implementation of project deliverables within tight budgetary and time-bound constraints, rather than also focusing on the strategic aspects of achievement of outcomes and sustainable impacts through periodic strategic reviews and remedial/corrective actions. However, it must be recognized that in a project lasting just two years the opportunity for “periodic strategic reviews and remedial/corrective actions” is fairly limited.

109. Financial resources and management was satisfactory, but the budget of US\$2.34m was not fully utilised, with an unutilised amount of US\$250-440m approx. or 10-15% identifiable (subject to confirmation by the budget holder). This unutilised amount could/should have been utilised more effectively to close-out the project in each country, under a no-cost extension of the project.

6.3 Effectiveness

110. CDPIP was devised to address capacity limitations in the CAADP process relating specifically to investment planning for successful NAIP implementation on a sector-wide basis.

111. As a capacity-development project, its primary focus was on strengthening of capacity and skills of the CAADP team and its national consultants working alongside experienced FAO international experts, integrated into national/regional networks and institutions for longer-term impact and sustainability.

112. The project was most visible in its work to address systemic capacity development at individual level through on-the-job training supplemented by workshop-based learning. This allowed for almost immediate application of new skills. There were also significant results at the institutional and enabling environment levels, notably better quality participation and representativeness of multi-stakeholder investment processes. Further in some countries, integration of NAIPs into the national planning hierarchies, and identification of institutional and policy issues, resulted in steps to address barriers and weaknesses.

113. CDPIP effectively leveraged TCI's comparative advantage in agricultural policy and higher level investment planning. This was appropriate given the early stage of the NAIP process in the participating countries at the beginning of the project. Formulation of the NAIPs also required budgeting/costing skills not found elsewhere in FAO, or indeed most other international organizations. In most of the participating countries the latter stages of the NAIP process are yet to be undertaken and could be the subject of future CD support under a follow-up programme. This may include activities such as: (i) resource mobilization; (ii) investor identification/targeting; (iii) and project/programme formulation/design.

6.4 Sustainability

114. The project design identified sustainability as being based on a two-pronged approach to strengthening both: (i) the immediate target group of country actors responsible for investment planning; and (ii) their expert support services, delivered by individual experts and institutions. This is an appropriate approach given the time and capacity limitations of those with official decision-making responsibilities, and usually high rates of staff turnover in key policy positions. It also helps to develop the capacity of national service providers and consultants to support future/ongoing investment planning processes.

115. The key to sustainability of CDPIP's achievements is what happens next. The pilot phase of CDPIP has generated some significant sustainability enhancing results – the learning resource, university partnerships, expert consultants at country level, greater participation of a range of stakeholders, and improved collaboration between these in investment planning. However without on-going technical support and commitment from FAO, particularly in addressing the unfinished business that is evident at the end of CDPIP, much of the capacity that has been developed will probably dissipate over time.

6.5 Impact

116. CDPIP aimed to strengthen the actors directly responsible for the design and implementation of the plans and programmes at country level, as well as selected national and regional experts and institutions providing support and advisory services on investment. All capacity-development efforts would be closely linked to country systems, such as policy and budget processes, so that investment plans and programmes developed with support of the project were presented at annual budget sessions and reflected in budget allocations. Leveraging FAO's recognised competency and comparative advantage, strategic partnerships would be established with relevant capacity-development institutions at the national and regional level to strengthen their delivery of capacity-development support on policy and investment preparation and management, both within the project and beyond, building upon the tools and experiences generated by the project. The main outcome of the project was not, therefore, the production of a NAIP, but using the NAIP development process to develop capacity of government and stakeholders on a systemic basis (i.e. across individual, institutional and enabling environment levels), to enhance the adequacy, efficiency and effectiveness of public resource allocation and use for achieving food security and nutrition objectives.

117. The sustainability of the project outputs and outcomes has a direct effect on the impact of the project in due course. There are questions raised on the sustainability of CDPIP outputs and outcomes, which in turn raise doubts about the longer-term impact of the CDPIP approach to building capacity on a systemic basis (at individual, institutional and enabling environment levels).

118. It is premature to expect a solid result at impact level from the CDPIP intervention in each country, particularly, since the NAIPs in each country have yet to be implemented in any significant manner and/or the business planning/meeting process has yet to be facilitated or has achieved mixed results. In addition, CDPIP was only expected to contribute to impact level results, since most non-CDPIP countries also receive a lot of support for preparation of NAIPs from TCI and other donor programmes. Moreover there are too many explanatory variables between countries for a simple “with and without CDPIP” comparison to provide credible attribution at impact level.

7 Conclusions, Lessons Learned and Recommendations

7.1 General Conclusions

126. CDPIP was a well-designed but ambitious undertaking characterised by intensive engagement with national-level stakeholders over a short period under challenging circumstances. The project was (and remains) highly relevant to the needs of the participating countries and the CAADP region generally, and was implemented in an expeditious and efficient manner, on time and under budget. However its short duration and limited funding mean that its effectiveness, impact and sustainability were compromised. The imperative to deliver results and keep the process moving forward during a period when TCI was seriously under-staffed further reduced capacity development impact. Nevertheless, as a pilot project many valuable lessons were learned to guide future capacity development efforts for investment planning and policy in Africa and beyond.

127. Evaluation of CDPIP addressed four key questions. The general conclusions related to each question are as follows:

Question	Conclusions
<ul style="list-style-type: none"> • Have the stated goals of the project been achieved? 	<ul style="list-style-type: none"> • Partially achieved – but goals, outcomes and outputs were over-ambitious for the time and budget allocated.
<ul style="list-style-type: none"> • Have the NAIPs been recognised and integrated in the national planning processes? 	<ul style="list-style-type: none"> • Achieved in three of the five countries. The process was not completed in Lesotho and in Tanzania it was not successfully integrated into the highly complex policy and planning framework.
<ul style="list-style-type: none"> • To what extent have the national institutions sustainable and responsive capacity to lead NAIPs? 	<ul style="list-style-type: none"> • Individual capacity has been enhanced in all five countries, but institutional capacity to lead NAIPs remains fragile in at least two. In all participating countries further support is needed to ensure that capacity is sustainable.

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- To what extent the project created a pool of practical knowledge and good practices for public use?
 - The project has provided practical experience for CAADP country teams and technical specialists and raised general awareness among a wider group of stakeholders. The learning resource provides a valuable instrument for ongoing and wider dissemination of good practices.
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128. It is also concluded that the project goal, outcome and outputs were over-ambitious for a pilot project of short duration and could have been phrased more appropriately to emphasise the importance of learning what works and what doesn't under varying national contexts and at different phases of the CAADP country process. If the objectives had been defined in an appropriate way for a pilot project, CDPIP would most likely be seen as a very successful initiative that has provided a solid platform for upscaling future capacity development activities.

7.2 Lessons Learned

129. Evaluation of CDPIP needs to recognise that **the CAADP investment planning process is extremely challenging** for countries with very limited human resources and institutional capacity and a great shortage of evidence to inform investment priorities. CDPIP made significant process in addressing these capacity limitations but much more needs to be done in the five participating countries before they have the capacity to complete the CAADP process, or to undertake further planning cycles in the future. It also has to be recognised that CDPIP was a pilot project intended to be a learning process to guide future initiatives, and as such, its main value is in the lessons learned.

130. **Unless there is a follow-up CD programme the sustainability of the capacity developed by CDPIP is at risk.** CDPIP contributed to the goal of producing high quality national investment plans as envisaged in the CAADP process but much remains to be done until these are fully adopted and reflected in budget allocations and execution. CDPIP catalysed and supported the development of such plans by the national CAADP teams. At output level the project enabled the national teams to prepare NAIPs and enhanced the capacity of national institutions and experts in relevant investment planning skills. However, the duration of the project and its budgetary resources were insufficient to create a sustainable capacity for investment planning and policy in any of the five participating countries. Without on-going support from some form of follow-up programme, the capacity which has been developed will probably diminish over a few years. Design of a follow-up programme should begin as soon as possible to reduce the risk of capacity being attenuated or dissipated.

131. There will generally be a fairly rapid erosion of capacity due to staff turnover and attrition. Erosion of capacity at individual level inevitably affects capacity at institutional and enabling environment levels. Maintenance of capacity is maximised by putting newly acquired skills to immediate use and the creation of learning networks to maximise lateral and vertical transmission of knowledge. Learning networks are particularly important for smaller countries where the number of people with relevant skills may be quite few and opportunities for peer learning are limited.

132. **CDPIP should have been designed to incorporate a transitional phase between the pilot programme and an up-scaled initiative to follow.** This would have enabled a systematic assessment of each participating country's ongoing capacity development needs and the identification of priorities for an up-scaled project. If designed in this way the prospects for continuity would have been better.

133. **The fact that resources were spread too thinly to create sustainable impacts raises the question of how the project could have been designed or implemented differently.** Reducing the number of participating countries would have allowed more intensive inputs at country level, but would also have reduced the learning value of the project, since each country was at a different stage of the CAADP process and with different capacity issues. Narrowing the scope of activities or reducing the number of people trained would have had the same effect.

134. **Continuous country-level presence would work better than intermittent missions but would be substantially more expensive.** Having a continuous country-level presence to build capacity and support the CAADP process would probably be more effective than fielding periodic short-term missions, and would have helped to avoid the stop-go nature of the process at country level. This could be considered in the design of a follow-up programme, but would be two to three times more expensive.

135. **CDPIP focussed on developing the capacity for formulating NAIPs, which was appropriate given the limited time and budgetary resources.** Some countries were at an early stage in this process, some intermediate and one had already completed its NAIP, but was struggling to incorporate it in the policy and planning institutional framework. But the CAADP cycle does not begin and end with the NAIP. This raises the issue of whether future support should span the entire CAADP country process and whether FAO has the capacity to provide the full range of support, for example in convening business meetings and resource mobilisation. Mobilisation of resources for NAIP implementation has been a weak point in many CAADP country programmes, but an area which CDPIP was not mandated to support. CDPIP focussed on the first requirement for resource mobilisation - a well-argued and prioritised NAIP with strong national ownership. CDPIP was not expected to convene business meetings or undertake resource mobilisation for NAIP investments. The design of a follow-up programme, particularly one with a longer implementation period should consider broadening the scope of FAO support to include downstream activities such as resource mobilisation, project/programme design and M&E.

136. **The skills and resources required for investment planning and policy analysis vary between countries and institutions, and at different phases of the CAADP process.** CDPIP recognised the varied capacity needs and adopted a flexible and responsive approach based on an initial needs assessment as part of the inception workshop. This helped the limited resources to be deployed effectively in each participating country.

137. **The learning resource represents a valuable project output which will provide ongoing guidance to CAADP country teams, working groups and their advisors,** as well as a resource which can be incorporated in university curricula in agricultural policy and planning. The resource modules cover all of the capacities needed to complete the CAADP process and represent a substantial improvement on the CAADP Implementation Guide. The learning resources should be revised and refined from time to time on the basis of feedback from users.

138. **The national CAADP process must be country-driven.** Experience in the five participating countries shows that capacity development works best when countries are strongly committed to developing NAIPs and keeping momentum. If there is limited engagement at the start it is better to devote resources to raising awareness and creating the right conditions with the necessary buy-in by all stakeholder groups.

139. **Political buy-in is a key success factor.** High level “champions” in the government help ensure that the CAADP roadmap is approved, financial support is provided, and NAIP preparatory work at the technical level advances steadily. Sufficiently high level leadership is particularly important to ensure cross sectoral and inter-ministerial collaboration. Complementary to high level partnership it is important to engage a broad base of country stakeholders including senior policy decision makers and development partners to engage in developing NAIPs. Inability to achieve high-level participation in the planning process can lead to a loss of momentum and a poor level of ownership and commitment.

140. **It is difficult to maintain engagement of non-state actors, particularly from the private sector, in a process that generally takes several years.** Special measures are needed to ensure meaningful engagement of non-state actors.

141. **Within FAO, TCI has unique skills in upstream investment planning of the type required under the CAADP process.** Other parts of FAO also have the capacity to contribute (for example ESA), but it was appropriate that CDPIP was anchored in TCIA and that any follow-up programmes should remain under TCIA leadership with the involvement of other divisions as needed. This finding is consistent with the evaluation of FAO’s role in supporting agricultural investment which recognised TCI’s strengths in facilitating global investment in the agricultural sector and recommended greater participation at upstream/strategic level, as well as closer partnerships with other FAO divisions.

142. **CD initiatives in investment planning should remain largely driven from FAO headquarters in light of the limited extent of TCI decentralisation** with a few outposted staff members in regional or sub-regional offices and none at country office level. The 2012-13 investment evaluation recommended, and management has subsequently decided that there should be no further decentralisation of TCI.

143. **The role of universities in has been variable, but generally limited in terms of their contribution to the CAADP country process.** It is often suggested that universities and other training institutions (e.g. agricultural colleges) should contribute to policy analysis and planning, but teaching loads are such that they have a limited capacity to provide sustained inputs over the several years required to work through the CAADP cycle. However several universities have adopted the learning resource and incorporated it in their curricula, which provide a supply of future graduates with improved knowledge of sectoral investment planning.

144. **The CAADP country process needs to be supported holistically and long term rather than short term and piecemeal.** CAADP is a challenging and complex process, which few countries in or outside Africa have managed to implement well. Future support should span the entire process and stay engaged at country level for five years or so. It should also align with FAO’s strategy on capacity development which embraces the three dimensions of individual and organisational capacity and the enabling environment. Raising

awareness of the CAADP process, particularly amongst higher level stakeholders is a particularly important aspect of the enabling environment. Perhaps the best model to follow comes from Bangladesh where TCI has been engaged for at least five years in helping to prepare a NAIP, mobilise resources for its implementation, and create a system for M&E of the plan.

145. Assistance with budgeting and costing of NAIPs has been a valuable aspect of CDPIP support and one which national teams and their technical advisors have found particularly challenging. This should not be surprising since most developing countries seek international TA for project-level financial and economic analysis, which is part of TCI's core business. Moreover, estimating the costs of multi-dimensional long term investment strategies is far more difficult than costing of individual projects. CDPIP prepared costing templates and guidelines, but the evaluation found that further practical experience is needed before country level staff have sustainable capacity in this skill.

8 Recommendations

146. The need for capacity development in agricultural investment policy and planning in CAADP countries is un-diminished. As a pilot project CDPIP has barely scratched the surface in five of Africa's more than 50 countries, and the lessons learned emphasise the need for a much better resourced and longer term approach. On this basis the evaluation of CDPIP leads to five key recommendations:

Recommendation I

Building on the experience of CDPIP, and working within the CAADP framework, FAO in general and TCI in particular should expand and intensify its capacity development efforts in national level investment planning and policy analysis. Stronger country ownership of the CAADP process can only come if there is much greater national capacity for planning and implementing investment programmes.

Recommendation II

Future capacity development support must be: (i) longer term; (ii) cover the entire CAADP country process (not just NAIPs); (iii) address all three dimensions of capacity development (individual, organisational and enabling environment); and (iv) embedded in the FAO Country Programme Framework of each participating country.

Recommendation III

Within FAO, TCI should maintain a leadership role in capacity development for investment planning, taking care to engage other FAO divisions where appropriate and harmonise with efforts supported by governments and other development partners.

Recommendation IV

Since countries are at different stages of the CAADP process and have their own unique

needs, capacity development interventions should remain flexible, responsive and tailored to changing circumstances. At the same time learning resource material developed under CDPIP remains relevant across a range of situations and should be developed further.

Recommendation V

Based on the findings of this evaluation TCI should initiate the design of a follow-up capacity development project to span at least five years and ten countries, to be ready for implementation by the beginning of 2016.

147. These five recommendations are consistent with FAO's new strategic framework, the evaluation of FAO's role in supporting investment and the corporate strategy on capacity development.

Annexes to the Evaluation Report

- Annex 1.** Terms of Reference – Final Evaluation of CDPIP
- Annex 2.** Profile of the Evaluation Team Members
- Annex 3.** Evaluation Matrix
- Annex 4.** List of Reference Documents Reviewed
- Annex 5.** List of Institutions and Stakeholders Consulted
- Annex 6.** CAADP NAIP Country Comparison Matrix
- Annex 7.** CDPIP Budget Allocation & Budget Utilisation
- Annex 8.** CDPIP Achievement of Results (as per the Terminal Report)
- Annex 9.** CDPIP Overall Results Table



Food and Agriculture
Organization of the United
Nations

Office of Evaluation

**Terms of Reference for the evaluation of the
Capacity Development Project for Investment
Planning and Policy (CDPIP-CAADP),
GCP/INT/132/GER, FAO Investment Centre**

Food and Agriculture Organization of the United Nations

Office of Evaluation (OED)

This report is available in electronic format at: <http://www.fao.org/evaluation>

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Terms of Reference

1 Background of the Project

Overview

The Comprehensive Africa Agriculture Development Programme (CAADP), GCP/INT/132/GER is an African Union (AU) initiative to eliminate hunger and reduce poverty by accelerating agricultural production and productivity. Led by the New Partnership for Africa's Development (NEPAD), the initiative was endorsed by African Heads of State at the 2003 AU Summit in Maputo. Under the Maputo agreement, governments commit to increase public spending on agriculture to at least ten percent of the national budget and to increase annual agriculture growth to at least six percent. The main thrust of CAADP implementation is at country level: Multi-stakeholder roundtables produce Country Compacts signed by governments, development partners and other key sector stakeholders as a basis for national agricultural investment plans (NAIPs) towards equitable agricultural growth.

Seven years after the CAADP launch, the 2010 Review identified widespread and structural capacity gaps in investment planning. The countries that developed investment plans have often done so using extensive external expertise. The need for strengthened investment planning capacity was reiterated at several CAADP events, most recently at the 7th CAADP Partnership Platform of March 2011.

The Project, funded by Germany, has a scheduled duration of 27 months and a budget of USD 2,343,960. The project commenced in 1 October 2011 and its activities will end on August 2014.

Project Objectives, expected results and activities

In five countries in two sub-regions (DRC, Cameroon, Chad, Lesotho and Tanzania) the project aimed at strengthening the actors directly responsible for the design and implementation of the plans and programmes at country level, as well as selected national and regional experts and institutions providing support and advisory services on investment.

The envisaged outcome of the project is that high quality national investment plans and programmes are developed by CAADP national actors in five countries. Two interconnected outputs were set to contribute to achieving this outcome:

Output 1: CAADP national actors enabled to prepare investment plans and programmes for the agricultural sector in five countries

Output 2: Institutions and experts at national and regional levels deliver relevant and high quality capacity development and advisory support to country stakeholders

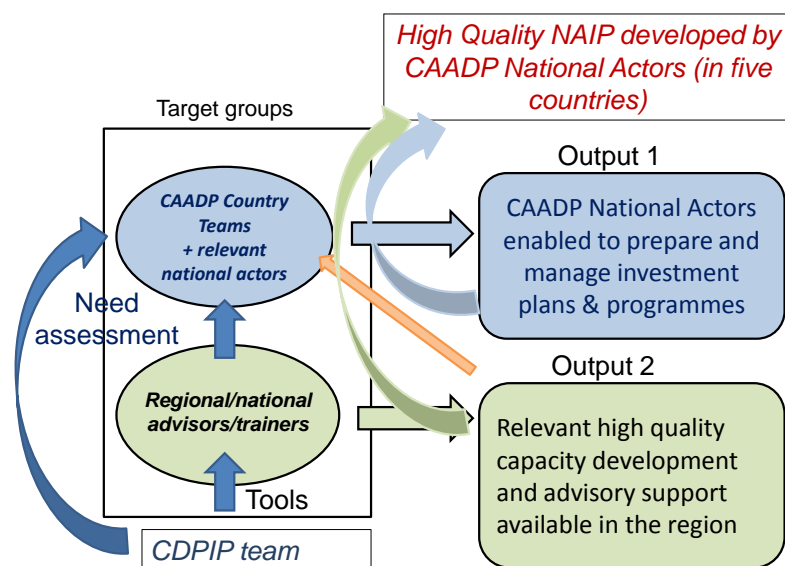
Target groups

Target groups of the project are country level stakeholders who can and should influence agricultural policy and investment planning and implementation. In each of the project countries the target group would include:

- the CAADP Country Team as the main driver of the CAADP process;

- relevant government actors that have a role in agricultural policy and investment planning such as planning units in the Ministry of Agriculture and other ministries, agriculture desks in ministries of planning and finance and central statistical offices, project coordinators of major agricultural policy and investment programmes;
- representatives of private sector and civil society organisations, in particular producer associations representing smallholders;
- representatives from national research institutions and think-tanks; national experts and advisors in agricultural investment planning

Figure 1: Generic scheme for the CDPIP implementation.



2 Purpose of the Evaluation

The evaluation will assess the CDPIP project towards the end of its two-year implementation; hence, it is the project’s final evaluation. Its purpose is to assess the extent to which the project has achieved its intended results and how delivery has affected results, with a view to drawing lessons learned and improving the delivery of future similar projects; and showing accountability to Project’s donor, as foreseen in the project document.

Given its strong focus on Capacity Development, the project is a ‘pilot’ for the Investment Centre in that it represents an example of the new commitment of the Organization to shift its role from that of a provider of technical assistance to that of a provider of a mix of technical knowledge and CD approaches, building on local resources, including people, skills, technologies and organizations. (FAO Corporate Strategy, 2011). As such, this evaluation will strongly contribute to organizational learning.

The nature of the project justifies the need for double lens in conducting the evaluation, focusing on the one hand on the technical quality and results achieved by the project, and on the other one on the nature of CD model/ approach embodied in the CDPIP, i.e. the quality of CD processes and types of engagement and the extent to which these facilitated the achievement of project results.

Specifically, the objectives of this evaluation will be to:

- Assess the extent to which the project achieved its objectives in the five countries;
- Evaluate the nature and the quality of CD processes that were put in place in the project countries and the extent to which such processes contributed to increased capacities of national actors.

3 Evaluation framework

3.1 Scope

The evaluation will cover the project's conceptual, inception and implementation phases in at least three of the five countries in which it is operational, until the formal end of the project on 31st August 2014. It is to note that the formal inception phase started at different times according to the context of each project country. For the three countries proposed for evaluation inception starting dates are the following: DRC, August 2012; Cameroon, November 2012; Lesotho, December 2012.

The evaluation will investigate into the design, implementation/delivery of the project, the quality of its CD processes, the effective achievement of its intended objectives and the likelihood of impact. Some of the broad questions that it aims to address include the following:

- Have the stated goals of the project been achieved?
- Have the NAIPs been recognized and integrated in the national planning processes?
- To what extent the national institutions have sustainable and responsive capacity to lead NAIPs?
- To which extent the project created a pool of practical knowledge and good practices for the public use?

The evaluation will involve project stakeholders in the three countries to the maximum extent to ensure a diverse perspective of stakeholders in the evaluation process. Stakeholders will include State and non-State actors at central level (i.e. located in the capitals or in the outskirts). It will not be possible to involve stakeholders at provincial or decentralized levels for lack of time and resources.

Participation of stakeholders should be maximized throughout the evaluative process, including in the formulation of questions, to ensure that local cultural norms and values are observed throughout the process and to draw on their in-depth knowledge of the local context.

3.2 Evaluation criteria

1. The project will be critically assessed through the internationally accepted evaluation criteria, i.e. relevance, efficiency, effectiveness, impact, and sustainability. In line with the new FAO project cycle, the evaluation will assess compliance with the following UN Common Country Programming Principles: Human Rights Based Approaches (HRBA)/ Right to Food/ Decent Work; Gender equality, Environmental sustainability, Capacity

Development and Results Based Management. Additional characteristics to guide the analysis are: robustness, clarity, coherence, realism and technical quality.

3.3 *Evaluation issues*

I. **Relevance of concept and design**

- a. Project relevance to national/regional development priorities, programmes, needs of the population; FAO Global Goals and Strategic Objectives/Core Functions.
- b. Robustness and realism of the theory of change underpinning the project;
- c. Clarity, coherence and realism of the Logical Framework of the project and of its design, including:
 - The causal relationship between inputs, activities, outputs, expected outcomes (immediate objectives) and impact (development objectives);
 - Validity of indicators, assumptions and risks;
 - Approach and methodology, including quality of processes/engagement levels and their relevance to the project objectives
 - Resources (human and financial) and duration;
 - Stakeholder and beneficiary identification and analysis;
 - Institutional set-up and management arrangements.
 - Effectiveness of outputs and outcomes

II. **Effectiveness of outputs and outcomes**

- a. Overall effectiveness of the project, actual or potential, in attaining its intermediate/specific objectives:
 - Description and analysis of the outputs produced, in terms of quantity, quality and timeliness: **Output 1:** CAADP national actors are enabled to prepare investment plans and programmes for the agricultural sector in five countries; **Output 2:** Institutions and experts at national and regional levels deliver relevant and high quality capacity development and advisory support to country stakeholders.
 - Description and analysis of the outcome achieved, expected and unexpected, its robustness and expectations for further uptake and diffusion: **Project outcome:** high quality national investment plans and programmes are developed by CAADP national actors in five countries
 - Description and analysis of the CD modalities put in place, both in terms of combination and sequencing
 - Description and analysis of CD processes of engagement, and whether these support or hinder national ownership
 - Are CD processes and modalities/means of delivery appropriate?
 - Have CD processes led to intended results in terms of improved capacities, and if not why not?
 - What were the unforeseen challenges and how did the project address these?
 - What are the unintended results?
 - What is the likelihood of impact of the project and what type of impact is contemplated?
- b. Use made by the project of FAO's normative and knowledge products and actual and potential contribution of the project to the normative and knowledge function of the Organization.

III. Efficiency and effectiveness of project implementation process

- a. Assessment of project management:
 - Quality, realism and focus of work plans;
 - Assessment of delivery, causes and consequences of delays and of any remedial measure taken, if any;
 - Monitoring and feed-back loop into improved management and operations;
 - Staff management;
 - Development and implementation of an exit strategy;
- b. Institutional Setup:
 - Administrative and technical support by FAO HQ, regional, sub-regional and country office, as appropriate;
 - Institutional set-up, internal review processes, coordination and steering bodies;
 - Inputs and support by the Government/s, regional bodies and resource partner/s.
- c. Assessment of financial resources management, including:
 - Adequacy and realism of budget allocations to achieve intended results;
 - Adequacy and realism of Budget Revisions in matching implementation needs and project objectives;
 - Rate of delivery and budget balance at the time of the evaluation and in relation to work-plans.

IV. Analysis of the application of the UN common country programming principles and cross-cutting themes

- a. Analysis of gender mainstreaming for gender equality. This will include:
 - extent to which gender equality considerations were reflected in project objectives and design to address the needs, priorities and constraints of both women and men, and in the identification of beneficiaries;
 - extent to which gender equality considerations were taken into account in project implementation and management;
 - extent to which gender relations and equality have been or will be affected by the project.
 - extend to which gender equality and women empowerment issues are integrated in the NAIPs.
- b. Analysis of the Capacity Development dimension in the design, implementation and results of the project, at individual, organizational and enabling environment levels. This will include CD on both technical and soft-skills, i.e. planning, budgeting, partnering and negotiating.
- c. Analysis of the adoption of the Human-Rights Based Approach, namely:
 - the integration of the Right to Food dimension and principles, in the design, implementation and results of the project;
 - the integration of decent rural employment concerns in the design, implementation and results of the project.
- d. Analysis of Partnerships and Alliances, namely:

- how they were planned in the project design and developed through implementation
- their focus and strength; and
- their effect on project results and sustainability .

V. Impact

- a. Overall impact of the project, actual or potential, positive and negative, produced directly or indirectly, intended or unintended; and
- b. Overall contribution of the project to FAO Organizational Result/s and Strategic Objectives, as well as to the implementation of the corporate Core Functions.

VI. Sustainability

- a. The prospects for sustaining and up-scaling the project's results by the beneficiaries and the host institutions after the termination of the project. The assessment of sustainability will include, as appropriate:
 - Institutional, technical, social and economic sustainability of proposed technologies, innovations and/or processes;
 - Expectation of institutional uptake and mainstreaming of the newly acquired capacities, or diffusion beyond the beneficiaries or the project;
2. Based on the above analysis, the evaluation will draw specific conclusions and formulate recommendations for any necessary further action by Governments, CAADP, FAO and/or other parties to ensure sustainable development, including any need for follow-up or up-scaling action. The evaluation will draw attention to specific good practices and lessons to be learned as they are of interest to other similar activities. Any proposal for further assistance should include specification of major objectives and outputs and indicative inputs required.

4 Evaluation methodology

Any constraints faced by the evaluation will need to be explored and mitigating measures should be identified as appropriate.

4.1 Approach and tools

1. The evaluation will adhere to the UNEG Norms & Standards.
2. The evaluation will adopt a consultative and transparent approach with internal and external stakeholders throughout the evaluation process. Triangulation of evidence and information gathered will underpin its validation and analysis and will support conclusions and recommendations.
3. Following key strategic background documentation will be consulted:
 - FAO Investment Centre's draft strategy note
 - CAADP process requirements as per NEPAD Guidelines;
 - FAO's Corporate Strategy on Capacity Development (CD) and its specific guidance on effective learning (Module 3) and organizational development (Module 4).
 - Relevant evaluations conducted previously such as the Evaluation of FAO's CD activities in Africa (2009) and the Evaluation of FAO's Investment work (2012)
 - FAO's corporate guidance on HRBA, Right to Food and Decent work, Gender equality, Environmental sustainability, Results Based Management.
4. The evaluation will make use of the following methods and tools: review of key documents and existing reports, semi-structured interviews with key informants,

stakeholders and participants, supported by check lists and/or interview protocols; focus groups; surveys and questionnaires.

5. Particular attention will be devoted to ensure that the weakest actors in the NAIP planning process (e.g. Farmer Organizations) will be consulted in adequate manner. Insofar as possible and appropriate, interaction will also take place with non-participants to canvass their opinions.

4.2 Stakeholders and consultation process

1. The evaluation team will discuss in detail with the key stakeholders of the project and will take into account their perspectives and opinions. Key stakeholders will include:
 - Project Task Force members;
 - CAADP country teams;
 - Government representatives from key sector Ministries (these correspond to the ‘Managers’ category in the satisfaction survey that was carried out by the CDPIP);
 - Non-State actors;
 - Development partner representatives in the participating countries;
 - FAO Representatives in the participating countries and representatives from FAO Regional Offices;
 - Representatives of regional entities/organizations (NPCA, RECs, CEEAC, COMESA).
2. The evaluation team will maintain close liaison with: the FAO Office of Evaluation, the Project Task Force members and Project staff at headquarters, regional, sub-regional or country level. Although the mission is free to discuss with the authorities concerned anything relevant to its assignment, it is not authorized to make any commitment on behalf of the Government, the donor or FAO.
3. The team will present its preliminary findings, conclusions and recommendations to the project stakeholders in the visited country/ies and insofar as possible, in the relevant FAO Decentralized Office and in HQ, to obtain their feedback at the end of the data-gathering phase.
4. The draft ToR will be circulated among key stakeholders for comments before finalisation; suggestions will be incorporated as deemed appropriate by OED. The draft evaluation report will also be circulated among key stakeholders for comments before finalisation; suggestions will be incorporated as deemed appropriate by the evaluation team.

5 Roles and responsibilities

Should other stakeholders engage in the evaluation process beyond participating in meetings, discussions and information gathering, their roles and responsibilities should be added here. Additional tasks can also be added to those proposed below.

1. FAO Budget Holder (BH), the Lead Technical Officer (LTO) and the Project Task Force (PTF) of the project to be evaluated are responsible for initiating the evaluation process, drafting the first version of the Terms of Reference, and supporting the evaluation team during its work. They are required to participate in meetings with the team, make available information and documentation as necessary, and comment on the draft final terms of reference and report. Involvement of different members of the project Task Force will depend on respective roles and participation in the project.

2. The BH is also responsible for leading and coordinating the preparation of the FAO Management Response and the Follow-up Report to the evaluation, fully supported in this task by the LTO and PTF. OED guidelines for the Management Response and the Follow-up Report provide necessary details on this process.
3. FAO Office of Evaluation assists the BH and LTO in drafting the ToR, in the identification of the consultants and in the organization of the team's work; it is responsible for the finalization of the ToR and of the team composition; it shall brief the evaluation team on the evaluation methodology and process and will review the final draft report for Quality Assurance purposes in terms of presentation, compliance with the ToR and timely delivery, quality, clarity and soundness of evidence provided and of the analysis supporting conclusions and recommendations.
4. The Office of Evaluation has also a responsibility in following up with the BH for the timely preparation of the Management Response and the Follow-up to the MR.
5. The Evaluation Team is responsible for conducting the evaluation, applying the methodology as appropriate and for producing the evaluation report. All team members, including the Team Leader, will participate in briefing and debriefing meetings, discussions, field visits, and will contribute to the evaluation with written inputs for the final draft and final report.
6. The Team Leader guides and coordinates the team members in their specific work, discusses their findings, conclusions and recommendations and prepares the final draft and the final report, consolidating the inputs from the team members with his/her own.
7. The Evaluation team will be free to expand the scope, criteria, questions and issues listed above, as well as develop its own evaluation tools and framework, within time and resources available.
8. The team is fully responsible for its report which may not reflect the views of the Government or of FAO. An evaluation report is not subject to technical clearance by FAO although OED is responsible for Quality Assurance of all evaluation reports.
9. As a contribution to the OED Knowledge Management System:
 - the Team Leader will be responsible for completing the OED quantitative project performance questionnaire, to be delivered at the same time with the final evaluation report;
 - OED will ask all team members to complete an anonymous and confidential questionnaire to get their feedback on the evaluation process.

For further details related to the tasks of the Team leader and team members, please refer to template TORs provided in annex.

6 Evaluation team

1. Mission members will have had no previous direct involvement in the formulation, implementation or backstopping of the project. All will sign the Declaration of Interest form of the FAO Office of Evaluation.
2. The evaluation team will comprise the best available mix of skills that are required to assess the project, and as a whole, will have expertise in all the following subject matters:
 - Agriculture Investment planning
 - CAADP context
 - Capacity Development
 - Conduct of evaluations.
3. Furthermore, to the extent possible, the team will be balanced in terms of geographical and gender representation to ensure diversity and complementarity of perspectives.

7 Evaluation deliverables

1. The evaluation report will illustrate the evidence found that responds to the evaluation issues, questions and criteria listed in the ToR. It will include an executive summary. Supporting data and analysis should be annexed to the report when considered important to complement the main report.
2. The recommendations will be addressed to the different stakeholders and prioritized: they will be evidence-based, relevant, focused, clearly formulated and actionable.
3. The evaluation team will agree on the outline of the report early in the evaluation process, based on the template provided in Annex I of this ToR. The report will be prepared in English, with numbered paragraphs, following OED template for report writing. Translations in other languages of the Organization, if required, will be FAO's responsibility.
4. The team leader bears responsibility for submitting the final draft report to FAO within two weeks from the conclusion of the mission. Within three additional weeks, FAO will submit to the team its comments and suggestions that the team will include as appropriate in the final report within maximum two weeks.
5. Annexes to the evaluation report will include, though not limited to, the following as relevant:
 - Terms of reference for the evaluation;
 - Profile of team members;
 - List of documents reviewed;
 - List of institutions and stakeholders interviewed by the evaluation team;
 - List of project outputs;
 - Evaluation tools.

8 Evaluation timetable

1. The evaluation is expected to take place during July-September 2014. The country visit phase is expected to last approximately 16 working days and will take place in three out of the five project countries, namely: Cameroun, DRC, Chad and Lesotho.
2. The timetable in the box below shows a tentative programme of travel and work for the evaluation team. It will be finalized upon the recruitment of the evaluation team.

Tentative timetable of the evaluation

Evaluation item	Starting date	duration	Location
Desk review and concept note	First week of July	10 days	Home-based
Briefing mission in Rome	20 July	5 days	
Field mission to Cameroon	26 July	5 days	
Field mission to DRC	1 August	6 days	
Field mission to Chad	8 August	4 days	
Field mission to Lesotho	14 August	4 days	
Follow-up visits and validation by the regional consultant	17 August	5 days	
Synthesis and first draft	Delivered by 28 August		Home-based
Circulation and feedback	Returned to you on 15 Sep		Home-based
Final draft	20 September		Home-based
Virtual debriefing	Mid or last week of Sep		Home-based

Annexes

Annex 1. Project evaluation report outline

Annex 2. FAO Strategic Objectives, Results and core functions, 2010-2019;

Annex 3. Main achievements and issues to date

Annotated project evaluation report outline

The annotated outline is one annex of the evaluation Terms of Reference. The evaluation team can adjust the structure to suit the specific needs of an evaluation, as long as the headings are maintained in the report and the flow of information and analysis is coherent and clear.

The report should be presented with numbered chapters and paragraphs, following the template of this document; detailed standards for formatting OED reports are available on OED Web site: <http://www.fao.org/evaluation/oed-about/guidelines/en/>

The length of a project/programme evaluation reports should be 15-18,000 words, excluding executive summary and annexes.

<p>The text and the bullet points under each heading are to be used as reference for the contents to be included in the report.</p>
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Acknowledgements

Composition of the Evaluation Team

Evaluation team

FAO Office of Evaluation

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Acronyms

When an abbreviation is used for the first time in the text, it should be explained in full; it will be included in the list of acronyms when it is used repeatedly within the report.

FPMIS	Field Programme Management Information System
OED	FAO Office of Evaluation
PC	Programme Committee
ToC	Table of Contents

Executive Summary

ES1. The Executive Summary should:

- Be in length approximately 10-15% of the main report, excluding annexes;
- Provide key information on the evaluation process and methodology;
- Illustrate key findings and conclusions;
- List all recommendations: this will facilitate the drafting of the FAO Management Response to the evaluation.¹

¹ The Management Response is the written reply by FAO to the evaluation; it illustrates acceptance or justified partial acceptance or rejection of recommendations, including actions, responsibilities and time plan for their implementation.

1 Introduction

1.1 Background and purposes of the evaluation

1. This section will include:
 - the purpose of the evaluation, as stated in the Terms of Reference;
 - project/programme title, starting and closing dates, initial and current total budget;
 - dates of implementation of the evaluation.
2. It will also mention that Annex I of the evaluation report is the evaluation Terms of Reference.

1.2 Methodology of the evaluation

3. This section will comprise the description of the methodology and tools used and evaluation criteria that were applied by the evaluation. This should also note any limitations and constraints encountered in applying the planned approach or methods defined in the TORs by the evaluation team and the extent to which and how these were overcome. As appropriate, the tools will be included as an annex of the report.

2 Context of the project/programme

4. This section will include a description of the developmental context relevant to the project/programme (global/regional/national as appropriate) including major challenges in the area of the intervention, political and legislative issues, etc.
5. It will also describe the process by which the project/programme was identified and developed and cite other related UN (including FAO) and bilateral interventions if relevant.

3 Analysis of project concept and design

6. Programmes and projects are built on assumptions on how and why they are supposed to achieve the agreed objectives through the selected strategy; this set of assumptions constitutes the programme theory or ‘theory of change’ and can be explicit (e.g. in a logical framework matrix) or implicit in a project/programme document. This section will analyse the theory of change, or the strategy underpinning the project, including objectives and assumptions, and assess its robustness and realism. In so doing, the evaluation team will refer to the following characteristics, as appropriate:
 - The relevance of stated development goals and outcomes (immediate objectives);
 - The adequacy of the approach and methodology of implementation to achieve intended results;
 - The adequacy of the time-frame and total resources, including human and financial, allocated for implementation;
 - The quality of the stakeholders’ and beneficiaries identification;
 - The appropriateness of both institutional set-up and management arrangements.

7. This section will also critically analyse the clarity and coherence of the Logical Framework of the project, including:

- The causal relationship between inputs, activities, outputs, expected outcomes (immediate objectives) and impact (development objectives);
- The validity of indicators, assumptions and risks;

4 Analysis of the implementation process

4.1 *Project/programme Management*

8. This section will analyse the performance of the operational management function, including, as appropriate:

- effectiveness of strategic decision-making by project/programme management, including quality, realism and focus of annual work plans;
- efficiency and effectiveness of operations management, including timeliness of delivery, gaps and delays if any between planned and achieved outputs, the causes and consequences of delays and assessment of any remedial measures taken
- efficiency and effectiveness of monitoring system and internal review processes;
- effectiveness of staff management;
- elaboration, quality and progress in the implementation of an exit strategy.

4.2 *Financial resources management*

9. This section will analyse whether available financial resources and programme delivery were efficiently managed. In so doing, the evaluation team will refer to the following aspects as appropriate:

- The relevance and adequacy of budget allocations to achieve intended results;
- Coherence and soundness of Budget Revisions in matching implementation needs and project/programme objectives; and
- Assessment of rate of delivery and budget balance at the time of the evaluation, compared to the initial plan.

4.3 *Efficiency and effectiveness of the institutional arrangements including Government's participation*

10. This section will analyze the extent to which institutional arrangements have supported programme delivery, including the following aspects :

- Administrative and technical support by FAO HQ, regional, sub-regional and country office, as appropriate;
- Delivery by 'FAO as One';
- Role and effectiveness of the project's institutional set-up, including coordination and steering bodies;

11. The section will also analyze the Government's commitment and support to the project/programme, in particular:

- Financial and human resources made available for project/programme operations;
- Uptake of outputs and outcomes through policy or investment for up-scaling.

5 Analysis of results and contribution to stated objectives

5.1 Achievements at Outputs level

12. This section will critically analyse the extent to which planned project/programme outputs have been achieved: ideally, the evaluation team should directly assess all of these, but this is not always feasible due to time and resources constraints. Thus, the detailed analysis should be done on a representative sample of outputs that were assessed directly, while a complete list of outputs prepared by the project/programme team should be included as annex. If appropriate, the section will also include an analysis of gaps and delays and their causes and consequences. Unexpected outputs should also be included.

5.2 Achievements at Outcome level

13. This section will critically analyse to what extent expected outcomes (specific/immediate objectives) were achieved, or are likely to be achieved during the project/programme life's time. It will also identify and analyse the main factors influencing their achievement and the contributions of the various stakeholders to them.

14. This analysis should encompass the use made by the project of FAO's normative and knowledge products and actual and potential contribution of the project to the normative and knowledge function of the Organization.

5.3 Gender equality

15. This section will analyse if and how the project/programme mainstreamed gender issues. The assessment will cover:

- how gender issues were reflected in objectives, design, identification of beneficiaries and implementation;
- the extent to which gender equality considerations were taken into account in project management;
- how gender relations and equality and processes of women's inclusion were and are likely to be affected by the initiative.

5.4 Capacity development

16. This section will assess the extent to which the project's has integrated capacity development measures in its design and implementation and what results it has achieved in that regard, at individual, organizational and enabling environment levels. This will include the perspectives for institutional uptake and mainstreaming of the newly acquired capacities, and/or diffusion beyond the beneficiaries or the project/programme.

5.5 Human-Rights Based Approach

17. This section will analyze how the project integrated the principle of Right to Food and decent rural employment in its design and implementation and what results were achieved.

5.6 Partnerships and Alliances

18. This section will assess the extent to which partnerships and alliances FAO developed within the project contributed to an efficient programme delivery; their focus and strength; and their effect on project results and sustainability.

5.7 Humanitarian principles (emergency projects)

19. In the case of emergency projects, this section will assess the findings on the adherence of the project, from design and throughout its implementation, to the Humanitarian principles and the Minimum Standards as defined in the Sphere handbook.

6 Analysis by evaluation criteria

This section is standard for purposes of accountability and lessons learning. It should include the analysis of the project against the evaluation criteria identified in the ToR; it paves the way to the conclusions and recommendations and will provide the evidence for the quantitative scoring of the project in the OED project performance questionnaire.

6.1 Relevance

20. This section will analyse the extent to which the project/programme's objectives and strategy were coherent with country's expressed priorities and policies, with beneficiaries' needs, and other major aid programmes, at the time of approval and at the time of the evaluation.

21. It will assess how through its implementation and results, the project has been relevant to (*select as applicable from the following list*):

- national/regional development priorities, programmes, needs of the population;
- UNDAF; Consolidated Appeal or other UN programming framework;
- FAO Country Programming Framework;
- FAO Global Goals and Strategic Objectives/Core Functions; and
- other aid programmes in the sector.

6.2 Efficiency

22. This section will synthesise and discuss all evidence about efficiency in project implementation, with particular focus on delivery and management.

6.3 Effectiveness

23. This section will synthesise and discuss all evidence about effectiveness of the project, actual or potential, in pursuing its intermediate/specific objectives.

6.4 Sustainability

24. This section will assess the prospects for sustaining and up-scaling the project's results by the beneficiaries and the host institutions after the termination of the project. It will include, as appropriate:

- Institutional, technical, social and economic sustainability of proposed technologies, innovations and/or processes;
- Expectation of institutional uptake and mainstreaming of the newly acquired capacities, and/or diffusion beyond the beneficiaries or the project;
- Environmental sustainability: the project's contribution to sustainable natural resource management, in terms of maintenance and/or regeneration of the natural resource base.

25. In the case of emergency projects, where the concept of sustainability may not be fully appropriate, findings related to the project's connectedness will be reported in this section.

6.5 Impact

26. This section will assess the current and foreseeable positive and negative impacts produced as a result of the project/programme, directly or indirectly, intended or unintended.

27. It will assess the actual or potential contribution of the project/programme to the planned development objective and to FAO's Strategic Objectives, Core Functions and Organizational Results.

Conclusions and Recommendations

28. Conclusions need to be substantiated by findings consistent with data collected and methodology, and represent insights into identification and/ or solutions of important problems or issues. They may address specific evaluation questions raised in the Terms of Reference and should provide a clear basis for the recommendations which follow.

29. Conclusions will synthesise the main findings from the preceding sections: main achievements, major weaknesses and gaps in implementation, factors affecting strengths and weaknesses, prospects for follow-up, any emerging issues. It will consolidate the assessment of various aspects to judge the extent to which the project/programme has attained, or is expected to attain, its intermediate/specific objectives. Considerations about relevance, costs, implementation strategy and quantity and quality of outputs and outcomes should be brought to bear on the aggregate final assessment. Conclusions will also assess to what extent FAO delivered as One.

30. Recommendations should be firmly based on evidence and analysis, be relevant and realistic, and clearly indicate actions to be taken upon their acceptance. They can tackle strategic, thematic or operational issues and insofar as possible, should aim at producing measurable outputs and outcomes. Each recommendation should tackle one set of issues at a time, in particular when different levels in decision-making and action are involved.

31. Each recommendation should each be introduced by the rationale for it; alternatively, it should be referenced to the paragraphs in the report to which it is linked.

32. Each recommendation should be clearly addressed to the appropriate party(ies), i.e. the Government, the resource partner, FAO at different levels (HQ, regional, sub-regional, national) and the project/programme management. Responsibilities and the time frame for their implementation should be stated, to the extent possible.

33. Although it is not possible to identify a 'correct' number of recommendations in an evaluation report, the evaluation team should focus its recommendations on those aspects that in its view, will make a substantial and real difference to the project/programme and/or to FAO's work.

7 Lessons Learned

34. Not all evaluations generate lessons. Lessons should only be drawn if they represent original contributions to general knowledge.

35. Where this is the case, the evaluation will identify lessons and good practices on substantive, methodological or procedural issues, which could be relevant to the design, implementation and evaluation of similar projects or programmes. Such lessons/practices must have been innovative, demonstrated success, had an impact, and be replicable.

Annexes to the evaluation report

Annex 4. Evaluation Terms of Reference

Annex 5. Brief profile of evaluation team members

Annex 6. List of documents reviewed

Annex 7. List of institutions and stakeholders met during the evaluation process;

The team will decide whether to report the full name and/or the function of the people who were interviewed

Annex 8. List of project outputs

This includes training events, meetings, reports/publications, initiatives supported through the project/programme. It should be prepared by the Project/programme staff, in a format decided by the evaluation team, when details cannot be provided in the main text because too cumbersome

Annex 9. Evaluation tools (not mandatory)

Annex 10. Annex 2. FAO Strategic Objectives, Results and core functions, 2010-2013 and 2014-2017;

Global Goals of FAO Member States, FAO Strategic Objectives, Organizational Results and Core Functions, Strategic Framework 2010-19

Box 1. Global Goals of FAO Member States

a) Reduction of the absolute number of people suffering from hunger, progressively ensuring a world in which all people at all times have sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life;

b) Elimination of poverty and the driving forward of economic and social progress for all with increased food production, enhanced rural development and sustainable livelihoods;

c) Sustainable management and utilisation of natural resources, including land, water, air, climate and genetic resources, for the benefit of present and future generations.

Box 2. FAO Strategic Objectives and Organizational Results

Code	Title	Lead Unit
A	Sustainable intensification of crop production	AG
A01	Policies and strategies on sustainable crop production intensification and diversification at national and regional levels	AGP
A02	Risks from outbreaks of transboundary plant pests and diseases are sustainably reduced at national, regional and global levels	AGP
A03	Risks from pesticides are sustainably reduced at national, regional and global levels	AGP
A04	Effective policies and enabled capacities for a better management of plant genetic resources for food and agriculture (PGRFA) including seed systems at the national and regional levels	AGP
B	Increased sustainable livestock production	AG
B01	The livestock sector effectively and efficiently contributes to food security, poverty alleviation and economic development	AGA
B02	Reduced animal disease and associated human health risks	AGA
B03	Better management of natural resources, including animal genetic resources, in livestock production	AGA
B04	Policy and practice for guiding the livestock sector are based on timely and reliable information	AGA
C	Sustainable management and use of fisheries and aquaculture resources	FI
C01	Members and other stakeholders have improved formulation of policies and standards that facilitate the implementation of the Code of Conduct for Responsible Fisheries (CCRF) and other international instruments, as well as response to emerging issues	FI
C02	Governance of fisheries and aquaculture has improved through the establishment or strengthening of national and regional institutions, including RFBs	FIE

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C03	More effective management of marine and inland capture fisheries by FAO Members and other stakeholders has contributed to the improved state of fisheries resources, ecosystems and their sustainable use	FIM
C04	Members and other stakeholders have benefited from increased production of fish and fish products from sustainable expansion and intensification of aquaculture	FIM
C05	Operation of fisheries, including the use of vessels and fishing gear, is made safer, more technically and socio-economically efficient, environmentally-friendly and compliant with rules at all levels	FII
C06	Members and other stakeholders have achieved more responsible post-harvest utilization and trade of fisheries and aquaculture products, including more predictable and harmonized market access requirements	FII
D	Improved quality and safety of food at all stages of the food chain	AG
D01	New and revised internationally agreed standards and recommendations for food safety and quality that serve as the reference for international harmonization	AGN
D02	Institutional, policy and legal frameworks for food safety/quality management that support an integrated food chain approach	AGN
D03	National/regional authorities are effectively designing and implementing programmes of food safety and quality management and control, according to international norms	AGN
D04	Countries establish effective programmes to promote improved adherence of food producers/businesses to international recommendations on good practices in food safety and quality at all stages of the food chain, and conformity with market requirements	AGN
E	Sustainable management of forests and trees	FO
E01	Policy and practice affecting forests and forestry are based on timely and reliable information	FOM
E02	Policy and practice affecting forests and forestry are reinforced by international cooperation and debate	FOE
E03	Institutions governing forests are strengthened and decision-making improved, including involvement of forest stakeholders in the development of forest policies and legislation, thereby enhancing an enabling environment for investment in forestry and forest industries. Forestry is better integrated into national development plans and processes, considering interfaces between forests and other land uses	FOE
E04	Sustainable management of forests and trees is more broadly adopted, leading to reductions in deforestation and forest degradation and increased contributions of forests and trees to improve livelihoods and to contribute to climate change mitigation and adaptation	FOM
E05	Social and economic values and livelihood benefits of forests and trees are enhanced, and markets for forest products and services contribute to making forestry a more economically-viable land-use option	FOE
E06	Environmental values of forests, trees outside forests and forestry are better realized; strategies for conservation of forest biodiversity and genetic resources, climate change mitigation and adaptation, rehabilitation of degraded lands, and water and wildlife management are effectively implemented	FOM
F	Sustainable management of land, water and genetic resources and improved responses to global environmental challenges affecting food and agriculture	NR
F01	Countries promoting and developing sustainable land management	NRL
F02	Countries address water scarcity in agriculture and strengthen their capacities to improve water productivity of agricultural systems at national and river-basin levels including	NRL

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	transboundary water systems	
F03	Policies and programmes are strengthened at national, regional and international levels to ensure the conservation and sustainable use of biological diversity for food and agriculture and the equitable sharing of benefits arising from the use of genetic resources	NRD
F04	An international framework is developed and countries' capacities are reinforced for responsible governance of access to, and secure and equitable tenure of land and its interface with other natural resources, with particular emphasis on its contribution to rural development	NRC
F05	Countries have strengthened capacities to address emerging environmental challenges, such as climate change and bio-energy	NRC
F06	Improved access to and sharing of knowledge for natural resource management	OEK
G	Enabling environment for markets to improve livelihoods and rural development	ES
G01	Appropriate analysis, policies and services enable small producers to improve competitiveness, diversify into new enterprises, increase value addition and meet market requirements	
G02	Rural employment creation, access to land and income diversification are integrated into agricultural and rural development policies, programmes and partnerships	ESW
G03	National and regional policies, regulations and institutions enhance the developmental and poverty reduction impacts of agribusiness and agro-industries	
G04	Countries have increased awareness of and capacity to analyse developments in international agricultural markets, trade policies and trade rules to identify trade opportunities and to formulate appropriate and effective pro-poor trade policies and strategies	EST
H	Improved food security and better nutrition	ES
H01	Countries and other stakeholders have strengthened capacity to formulate and implement coherent policies and programmes that address the root causes of hunger, food insecurity and malnutrition	ESA
H02	Member countries and other stakeholders strengthen food security governance through the triple-track approach and the implementation of the Voluntary Guidelines to Support the Progressive Realization of the Right to Adequate Food in the Context of National Food Security	ESA
H03	Strengthened capacity of member countries and other stakeholders to address specific nutrition concerns in food and agriculture	AGN
H04	Strengthened capacity of member countries and other stakeholders to generate, manage, analyse and access data and statistics for improved food security and better nutrition	ESS
H05	Member countries and other stakeholders have better access to FAO analysis and information products and services on food security, agriculture and nutrition, and strengthened own capacity to exchange knowledge	ESA
I	Improved preparedness for, and effective response to, food and agricultural threats and emergencies	TC
I01	Countries' vulnerability to crisis, threats and emergencies is reduced through better preparedness and integration of risk prevention and mitigation into policies, programmes and interventions	TCE
I02	Countries and partners respond more effectively to crises and emergencies with food and agriculture-related interventions	TCE

I03	Countries and partners have improved transition and linkages between emergency, rehabilitation and development	TCE
K	Gender equity in access to resources, goods, services and decision-making in the rural areas	ES
K01	Rural gender equality is incorporated into UN policies and joint programmes for food security, agriculture and rural development	ESW
K02	Governments develop enhanced capacities to incorporate gender and social equality issues in agriculture, food security and rural development programmes, projects and policies using sex-disaggregated statistics, other relevant information and resources	ESW
K03	Governments are formulating gender-sensitive, inclusive and participatory policies in agriculture and rural development	ESW
K04	FAO management and staff have demonstrated commitment and capacity to address gender dimensions in their work	ESW
L	Increased and more effective public and private investment in agriculture and rural development	TC
L01	Greater inclusion of food and sustainable agriculture and rural development investment strategies and policies into national and regional development plans and frameworks	TCI
L02	Improved public and private sector organisations' capacity to plan, implement and enhance the sustainability of food and agriculture and rural development investment operations	TCI
L03	Quality assured public/private sector investment programmes, in line with national priorities and requirements, developed and financed	TCI

Box 3. FAO Core Functions

a	Monitoring and assessment of long-term and medium-term trends and perspectives
b	Assembly and provision of information, knowledge and statistics
c	Development of international instruments, norms and standards
d	Policy and strategy options and advice
e	Technical support to promote technology transfer and build capacity
f	Advocacy and communication
g	Inter-disciplinarity and innovation
h	Partnerships and alliances

Annex 3: Main achievements and issues to date

As at April 2014 CDPIP is operational in DRC, Chad, Cameroon and Lesotho where it has, so far, proven instrumental in increasing the quality of investment planning processes. In Tanzania the project facilitated a multi-stakeholder dialogue amongst key national partners as a time-bound contribution towards improved national investment planning and implementation, including NAIP implementation. As at April 2014 the project supported more than 34 support missions led by FAO staff or international consultants. This number comprises 10 missions providing methodological support and/or on-the-job learning support, 5 peer exchange/exposure missions by national consultants and members of national CAADP teams, 5 training workshops held with a total 240 national actors trained at central and provincial levels as well as regular support to stakeholder dialogue and coordination. The results of this multi-faceted engagement can be summarised as follows:

- Strengthened understanding and ownership of the CAADP processes by State and non-State national actors;
- Increased technical quality of NAIP documents
- Inclusive participatory processes established for NAIP development;
- Capacity enhancement of key national actors, both in terms of technical capacities (RBM, costing amongst others) and soft capacities (communication, advocacy);
- Network of national experts initiated across countries exchanging information and dialoguing on investment planning.

Main achievements at outcome level:

As a result of the project's CD support clear progress in terms capacity enhancement of key national actors (State and non-State) has been achieved. Global capacity enhancements can be noted in terms of

- i. Individual awareness, skills, competencies and attitudes:
 - CAADP focal points and members of country teams in the project countries have deepened their *awareness and knowledge of CAADP contents, process, implications and stakes* for their own constituencies. With some variations between countries, State actors in particular do appreciate the importance of being in the driver's seat of this process and have deployed efforts at the highest level to ensure full commitment and engagement by the country as a whole. This is particularly evident in Cameroun, for instance, and lately in DRC. Non-State actors, on their side, are also more willing and better equipped to participate meaningfully to the process.
 - Ex-post evaluation of learning events together with ongoing observation during on-the-job support showed increased *technical understanding and skills* of key actors in the development of NAIP. This was observed for instance in the ability to organize a logic NAIP architecture, in applying RBM principles to NAIP development, in drafting specific sections of the plan and doing the costing using Excel spreadsheets. While national consultants have clearly driven the drafting and plan consolidation process in the countries, State and non-State members of technical teams in all countries were able to make consistent technical contributions throughout the process.
 - CDPIP/TCI staff also observed a significant improvement in the *'soft abilities'* of key actors for instance to better communicate with various stakeholders, advocate for their own NAIP and in general *to lead* the various processes. This was evident in DRC for instance during the Business Meeting; in Chad during various interactions with the Partner Countries.

- ii. Organizational processes and enabling environment. While individual capacities are the most visible aspects of capacity enhancement, organizational and systemic dimensions have also been positively affected, including:
- A clarification of *roles and responsibilities* of actors involved in the process and a strengthened role, mandate and perceived legitimacy of non-State actors as full-fledged contributors to the process; this has, in turn, increased the *internal motivation* of the organizations involved, which resulted in better participation and increased representativeness of *multi-stakeholder networks* – for instance in Chad where several non-state actors were originally not included in the process.
 - A progressive *integration of NAIP into existing planning processes*, notably in Cameroun where the NAIP, in its Excel format, is being gradually adopted as the only planning, programming and budgeting framework for investment in the Government and internal processes being adapted as a result. This has been supported by a favourable *enabling environment*, with the regional entity (CEMAC) concurrently issuing a new directive for national planning processes, de facto supporting NAIP as a coordinating tool.
 - The start of an internal reflection process in several sector Ministries, leading to the gradual identification of the institutional bottlenecks that hinder full progress in terms of investment planning; this process, which has started for instance in the DRC, translates in a different type of solicitation for the project to support the *formulation phase of institutional strengthening* initiatives targeting key sector Ministries.
 - The gradual set up of a network of capable individuals across countries exchanging information and dialoguing on investment planning (for instance between Lesotho, Swaziland, Botswana, but also Cameroun and DRC)
- In Tanzania through a facilitated dialogue, greater clarity of the planning and implementation hierarchy in the agriculture sector including the role of TAFSIP (NAIP), roles and responsibilities and coordination mechanisms, monitoring and evaluation with a view to informing the second Agriculture Sector Development Programme.

In terms of output-specific achievements:

Output 1 - The project supports national actors in formulating *quality NAIPs* for their countries. The following highlights can be noted:

- **Cameroun:** after the signing of the Compact on the 17th July, the country has seen a clear acceleration of CDPIP activities, including five workshops (two at central level and three with decentralized actors), and an intense on-the-job support to progressively mainstream NAIPs into national planning process. The process, which is considered very promising, benefits from top-level (SG) commitment, ownership and leadership. The NAIP was validated at national level in early April 2014, and the Business meeting is planned for the second half of 2014.
- **DRC:** the Business Meeting was held on 7-8 November, with over 400 participants from Government, partners and private sector (national and international). Pledges were made for 300 USD millions, half of which from the private sector. The Government, who received intensive coaching by CDPIP in preparation for the event, showed strong ownership and leadership during preparation and holding of the meeting. The event in DRC was attended by high level delegations from Chad, Cameroun and Gabon whose participation was supported by the project to facilitate

experience-sharing, peer learning and network-building. A number of Universities in DRC are now engaged in the mainstreaming of good practices in NAIP development into their curricula.

- **Lesotho:** with the Compact signed on the 4th of September 2013, the country is now finalizing the formulation of the NAIP, which should be nationally validated in the course of May-June 2014. A RBM & Costing workshop was held, with concurrent as well as continuous on the job support to NAIP drafting teams. At the same time, the University of Lesotho (NUL) has showed interest in engaging in the mainstreaming of good practices in university curricula.
- **Chad:** despite several changes in Government composition which affected both the speed and quality of engagement, the Compact was signed in December 2013. The country is now finalizing the NAIP document which should be validated in the course of June 2014.
- In all countries, synergies are maintained with other FAO projects (TCPF and MAFAP in Lesotho, UTF-CEE-001 project in Central Africa, Italian Trust fund in DRC, and ES Nutrition mainstreaming work).

Output 2 – Progress towards strengthening national/regional Institutions and national experts has accelerated, although challenges remain.

- To ensure the sustainability of project results, CDPIP works with national expert consultants in each of the countries, who have formed an informal network across the countries supporting information exchange, peer collaboration and dialogue on investment planning.
- The CDPIP project has developed action-oriented learning materials on Investment Planning and Management consisting of a series of modules coupled with PPT presentations presenting different aspects of the NAIP preparation process, including: Results-Based Management approach as applied to NAIP development, Developing the Results Framework for NAIPs, Costing NAIPs, etc. Content of the material has been drawn from CDPIP Project activities since 2012 and the TCIA's stock-taking exercise finalised in September 2013. The material represents an important contribution towards gradual systematization and consolidation of FAO/TCI support activities, capitalizing on good practices and lessons learned. The material is now undergoing internal quality review.
- In Lesotho, plans were made to strengthen the National University of Lesotho (NUL)'s capacity to provide advisory services on investment planning. Upon repeated assessments by the CDPIP team, the NUL had demonstrated interest and commitment to this initiative. The initiative however, has been fraught with planning difficulties and results are not yet forthcoming. Initially (September 2013), a twinning arrangement with the Botswana's College of Agriculture (BCA) had been foreseen to (i) streamline NUL undergraduate courses in Agricultural Economics (Faculty of Agriculture) to integrate Investment Planning and Policy issues; (ii) develop and pilot a short face-to face training course on Agricultural Investment Planning including key themes of the Monitoring African Food and Agricultural Policies (MAFAP) approach, targeting State and non-State professionals. The twinning arrangement was ready to be implemented through Letter of Agreements (LoA) with FAO. However, shortly before signing the LoA in March 2014, the Botswana College of Agriculture

announced its intention to withdraw from the agreement, due to unforeseen circumstances, including a sudden increase in workload and the need to replace core lecturer staff. Considering the limited remaining timeframe of the project, the CDPIP team has then been discussing with NUL alternative options – the one retained option being to financially support the NUL staff to integrate elements of the CDPIP learning material into their courses, with some limited backstopping from the Project Coordinator over the course of a workshop to be held in June 2014. .

- In DRC, the project is supporting the integration and adaptation of the project learning material into University curricula in three Universities in Kinshasa and other ten Universities in the Provinces. An average of 800 students in Agriculture and Economic fields, representing the next generation of public servants and technical experts, will be affected by the newly adapted curricula. A Letter of Agreement was stipulated under the auspices of the Ministry of Agriculture, which foresees the involvement of University professors in the adaptation of selected aspects of the material into courses and seminars, as well as the support of students' thesis and research in investment-related areas.
- Links have been established with the Gates-Foundation's sponsored Collaborative Master in Agriculture and Applied Economics (CMAAE), led by the Kenya-based African Economic Research Consortium (AERC) and involving 16 participating Universities in Africa. The CDPIP has been invited to present a guest-lecture on Agriculture Investment Planning to the official opening of the CMAAE Shared Facility for Specialization and Electives (SFSE) in Pretoria in August 2014. During the official opening, AERC team and CDPIP will explore the way forward in collaboration and development of a complete module on Investment Planning in Agriculture, which would be targeted as an additional elective course of the Master programme.

Annex 2: Profile of the Evaluation Team

– *Mr. Flor E. Healy*

– *Mr. Serge Eric Yakeu Djiam*

Mr. Flor E. Healy International Consultant (Ireland, based in South Africa)

Mr. Healy is a highly qualified and experienced consulting practitioner with 30+ years overall professional work experience in both the private sector (encompassing 14+ years in banking/financial services and management consultancy) and the public sector (encompassing 16+ years focusing on Government-related advisory roles and international donor-funded development consulting in Eastern/Central Europe, Asia and Africa, in particular Sub-Saharan Africa). He is based in Pretoria, South Africa since 2008.

Mr. Healy is skilled and experienced in the relevant areas of: banking and finance (specifically corporate/commercial lending/credit assessment); agri-business development; trade/investment promotion; government policy advisory; rural development and poverty alleviation; PR/event management; and business consultancy services to SMEs and government, including organisation design, strategic change management and HR development. He is experienced in general management, project management and financial analysis/management, as well as fully conversant with international donor procedures (in particular the EC EDF, PCM and ex-ante/ex-post evaluation techniques). He has served in key roles as Team Leader, international technical expert and/or senior programmer/evaluator on various technical assistance and capacity-building projects.

Mr. Healy previously served as a Government Special Adviser to the Ministry of Agriculture, Food & Rural Development in Ireland and has practical experience of policy formulation and implementation in matters relating to agriculture, the agri-food sector and rural development initiatives. He has also been engaged in developing strategic plans for regional development, trade and investment promotion in Ireland, Europe and latterly, in Southern Africa. Specifically, he has provided technical advice and assistance to the Czech Republic (agri-food trade liberalisation negotiations under the ‘Double-Zero’ EU Pre-Accession Negotiations in 2000) and to the Ministry of Agriculture in Kosovo (negotiations in the context of CEFTA in 2006). He has also been involved in trade missions to the U.S in promoting Irish food products, developing investment and trade promotion strategies for regional development in Ireland and undertaking international investment and trade promotion in the SADC region under the EU-SADC ESIPP¹ ‘Agro-Industry 2008’ sector partnership initiative.

Mr. Healy is experienced in designing and delivering leadership, management and professional skills training and capacity-development programmes covering all aspects of management and organisation development, including training needs analysis and coaching/mentoring follow-up. He is especially skilled in organisation/corporate strategy/planning, organisation/corporate culture/ change management, PR/communication and performance management/measurement processes (including establishing key performance indicators/milestones and monitoring/evaluation systems).

Mr. Healy has attained professional qualifications to match his experience. He holds a specialist MBA in International Agri-Food Management (ESSEC, France 1999), a Master of Business Administration (OU Business School, 1994), a Graduateship Degree in Marketing (Marketing Institute Ireland, 1991) and Applied Diplomas in Accounting & Finance (ACCA, 1991) and Project Management (University College

¹ EU-SADC Investment Promotion Programme (ESIPP)

Cork, 1994). He has also completed executive courses in Consulting & Coaching for Change (HEC-Oxford, 2006) and the Oxford Scenarios Programme (Oxford Executive Programme, 2006).

With his broad cross-cutting sectoral and public-private sector international experience, as well as his relevant professional qualifications, he represents a valuable resource for achievement of your key objectives and strategies.

To visit Mr. Healy's professional profile website click here: <http://www.devex.com/FEHealy>

Mr. Serge Eric Yakeu Djiam Regional Consultant (Cameroon)

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Annex 3:

CDPIP Evaluation Matrix

EVALUATION MATRIX: CDPIP

The evaluation matrix below Served as a general guide for the evaluation. It provided directions for the evaluation, particularly for the collection of relevant data. It was used as a basis for interviewing people and reviewing project documents. It also provided a basis for structuring the evaluation report as a whole.

Issue/Problem Area	Questions	Indicator	Sources	Evaluation Method
A. CDPIP - Successes & Opportunities	1. 2. 3.			
B. CDPIP - Problems & Threats	1. 2. 3.			
C. NAIP Agriculture Sector Investment Planning - CAADP-CDPIP Process Applied	1. What is the evident benefit and change in approach adopted under CDPIP? 2. Is it a purely demand-driven process or a quasi demand-driven process (with some impositions)? 3. What impact has any changes in government and officials has on CAADP and CDPIP processes? 4. Degree of funding (financial/non-financial) commitment by national government? 5. Apex partnerships/networks evident?	Country own systems used and improved; Existing or new structures established or enhanced; Numbers of key officials adopting new approaches; Value of country commitment (financial or other) as a proportion of CDPIP support; Number and category of stakeholders engaged in NAIP process	Co-Ordinating Ministry Reports; Project Progress Reports Stakeholder Representatives	One-to-one Interviews (structured questions); Content Analysis

D. CDPIP Programme Cycle - CAADP Pre-Compact – Compact – Post-Compact (Programme rather than Project approach)	1. Highly dependent on quality of the CAADP Focal Point? 2. How integrated and aligned with CAADP is the CDPIP process? Is NEPAD involved and engaged? 3. What stage of the process was CDPIP engaging with CAADP? Was it timely or not?	Priority of CAADP in country – Stage of Adoption Frequency of interaction between CAADP Focal Point & CDPIP Co-Ordinator Frequency of interaction between FAO-FAO-R (CAADP Focal Point) & NEPAD	NAIP Progress Report Meeting Minutes or Memos	One-to-one Interviews (structured questions); Content Analysis
E. CDPIP Outputs & Outcomes	1. CDPIP Learning Resource (incorporating the NAIP Matrix) 2. Matrix?	Learning Resource (including matrix) produced as project output and circulated to all wider stakeholders;	CDPIP Project Final Report (as Annex) FAO Website	One-to-one Interviews (structured questions); Content Analysis
F. Capacity-Development Aspects	1. Nature of CD processes at (i) FAO-level and II) Country-level? 2. Use of FAO TA Personnel vs. Use of Consultants (International and/or National)? 3. What types of capacity-development was achieved (or was it capacity-building)? 4. Future of the project outputs – Learning Resource? 5. Evaluation and assessment of CD – Workshops and Coaching (little follow-up a 6-month stage)? 6. Peer learning within CDPIP? National? Inter-National? Inter-Regional? 7. Training-of-Trainers and use of National Consultants – has this been adopted by Government Ministries? Is CD being replicated – is it an embedded culture?	Agreed/approved CD Model(s) in FAO Numbers of FAO TA Personnel versus number of Consultants (International & Local) Satisfaction Survey Questionnaires Number of National/Regional Workshops Certification of ToT	FAO CD Policy Document Progress Report	One-to-one Interviews (structured questions); Content Analysis

<p>G. Programme Design & Log-frame - Pilot Process for TCI</p>	<ol style="list-style-type: none"> 1. A first for TCI in bringing a project in-house? Was TCI the appropriate home for CDPIP within FAO? What was the intention and value-add of this approach and was it clearly understood? 2. Was CDPIP a 'German-funded project implemented by FAO' or was it a 'NEPAD CAADP project supported by Germany and implemented by FAO'? 3. Evaluation of TCI and Evaluation of CD in Africa influences? Was it a quick reaction to these recommendations? 4. As a pilot how designed - Project Ambition (Countries), Time-frame and CD focus on a limited budget? Consideration of a follow-up or how outputs/outcomes would be sustained – Exit Strategy? Enterprise risk management and contingency planning? 5. Country selection process the most advantageous and beneficial? 6. FAO comparative advantage (Mandate, Resources, Access)? 7. FAO (TCI) business model (highly dependent on voluntary contributions) with low levels of own resources? 8. Consultation and linkage with Other FAO Projects/Programmes and management structures (FAO-R, Regional Offices)? Consultation and linkage with Other Donor projects/programmes? 9. Incorporation of Food Security & Nutrition aspects into design? 10. Number of countries – concentrate on fewer rather than stretch thinly over many? 	<p>Project Design documents produced and approved</p> <p>FAO correspondence trail, memos and meeting notes</p>	<p>Project Design documents and log-frame</p> <p>Evaluation Reports</p> <p>Memos and Meeting Notes</p>	<p>One-to-one Interviews (structured questions);</p> <p>Content Analysis</p>
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	<ul style="list-style-type: none"> 11. What is the Exit Strategy? 12. Did TCI step-into an area it did not have competence in? 13. How was gender incorporated into the programming? 			
H. Baseline & CDPIP Targets	<ul style="list-style-type: none"> 1. Country profiling and setting of baselines undertaken before interventions commenced (FAO or others)? Is our starting-point clear? 2. Mapping of existing capacities? 3. Use of existing M&E structures and capacities (within FAO or others)? 	<p>Baseline survey and analysis undertaken</p> <p>Inception Workshop hosted and facilitated</p> <p>M&E process designed and established</p>	<p>Baseline Study</p> <p>Report of Inception Workshop</p> <p>Satisfaction Surveys</p> <p>Impact Assessment Survey</p>	<p>One-to-one Interviews (structured questions);</p> <p>Content Analysis</p>
I. Governance & Ownership	<ul style="list-style-type: none"> 1. TCI Business Model and ownership of the project? 2. FAO Structures (Task-Force) vs. Project Steering Committee (strategic Oversight)? 3. Levels of FAO (TCI) support for CDPIP? 4. FAO decentralisation and staffing shortages – impact on flexibility and availability of TCI staff? 	<p>Hierarchical and transparent structures and reporting lines established</p> <p>Number of PSC Meetings</p> <p>Number of Task-Force Meetings</p>	<p>Steering Committee meetings</p> <p>PSC Minutes</p> <p>Task-Force Minutes</p>	<p>One-to-one Interviews (structured questions);</p> <p>Content Analysis</p>

J. FAO Co-Ordination & Management	<ol style="list-style-type: none"> 1. Quality and commitment of FAO-R? Leverage of FAO country and regional offices? 2. FAO Internal Structures – Senior Management? 3. FAO Decentralisation Process and staffing challenges? 4. FAO co-ordination and engagement with NEPAD? Other strategic partnerships? 5. Challenges in terms of: (i) Conceptualisation of CDPIP; (ii) Integration of CDPIP into TCI; (iii) Cross-linkages with other regional projects; (iv) How FAO works in-country; (v) Ambition/competency in managing public finances; and (vi) Ambition for CD? 6. FAO strategic positioning to co-ordinate at regional and international levels? 7. Is there a 'One FAO' concept? 	<p>Involvement of FAO-R in CDPIP, at country-level – involvement in decision-making</p> <p>Involvement of FAO Regional Offices – involvement in decision-making</p>	<p>FAO CD Policy Documents</p> <p>Minutes of Meetings and Memos</p>	<p>One-to-one Interviews (structured questions);</p> <p>Content Analysis</p>
K. Project Co-Ordination & Management	<ol style="list-style-type: none"> 1. Four (possibly five) individual projects within one overall project? 2. Decentralised or Centralised Project co-Ordinator? 3. Linkage with Other FAO projects/programmes? 4. Why no 'no-cost' extension? 5. In-country project focal point – not CAADP focal point, which has other responsibilities? 6. Flexibility of management tools to manage complexity and country-specific differences? 7. Project communication and knowledge management strategy? Planned and structured and followed-up? 	<p>Individual requirements for each country addressed in</p> <p>Cost of Centralised PM versus Cost of Decentralised PM</p> <p>Number/type of country-specific tools devised and utilised</p>	<p>Inception Report (Country)</p> <p>Progress Report (Country)</p> <p>Cost-benefit Analysis Report</p> <p>NAIP</p>	<p>One-to-one Interviews (structured questions);</p> <p>Content Analysis</p>

L. Budget & Utilisation - Financial & Human Resources	1. How has \$2.34m been utilised across key headings? How does this break-down per country? 2. How much funding is unutilised at the end of the project? 3. How has funding been used on TA – FAO Personnel, Consultants – International/Local?	Breakdown and analysis of project funding by value and % across main headings	Budget (Budget Holder) Closing Financial Report	One-to-one Interviews (structured questions); Content Analysis
M. Framework (M&E) - Performance Management Deadlines &	1. Baseline situation? 2. Progress monitoring and impact assessment? CD approaches? 3. End-line situation (and comparison against the Baseline)?	Baseline survey and analysis undertaken Inception Workshop hosted and facilitated M&E process designed and established Satisfaction Survey Issued before/after Workshop Impact Assessment Survey undertaken 6-months after Workshop (among selection of participants)	Baseline Study Report of Inception Workshop Satisfaction Survey Report Impact Assessment Survey Report	One-to-one Interviews (structured questions); Content Analysis
N. Donor Engagement & Involvement	1. German Donor consulted on a regular basis around key milestones? 2. Other donors involved and engaged in the CDPIP process?	Number of meetings with German donor Number of Progress Reports sent for approval Number of Requests for Information/Updates (from Germany)	Minutes of Meetings Progress Report Budget & Financial Progress Report	One-to-one Interviews (structured questions); Content Analysis

O. Private Sector Engagement	<ol style="list-style-type: none"> 1. How the PS is consulted and involved in the NAIP process? 2. How many Apex-level organisations involved – what size of network do they represent? 3. Are they independent and influential in the NAIP process? 	<p>Numbers and categories of PS organisations involved</p> <p>Number of meetings</p>	<p>MoU</p> <p>Meeting Attendance Records</p> <p>Progress Report</p>	<p>One-to-one Interviews (structured questions);</p> <p>Content Analysis</p>
P. Farmer Organisations Engagement	<ol style="list-style-type: none"> 1. Extent to which farmer organisations are involved - representative of all farmers? 2. How many Apex-level organisations involved – what size of network do they represent? 3. Are they independent and influential in the NAIP process? 	<p>Numbers and categories of farmer organisations involved</p> <p>Number of meetings</p>	<p>MoU</p> <p>Meeting Attendance Records</p> <p>Progress Report</p>	<p>One-to-one Interviews (structured questions);</p> <p>Content Analysis</p>
Q. CSOs Engagement	<ol style="list-style-type: none"> 1. Extent to which the CSOs were involved – representative of all wider issues? 2. How many Apex-level organisations involved – what size of network do they represent? 3. Are they independent and influential in the NAIP process? 	<p>Numbers and categories of CSOs involved</p> <p>Number of meetings</p>	<p>MoU</p> <p>Meeting Attendance Records</p> <p>Progress Report</p>	<p>One-to-one Interviews (structured questions);</p> <p>Content Analysis</p>
R. Awareness & Visibility (CDPIP & FAO)	<ol style="list-style-type: none"> 1. FAO 'footprint'? Is FAO focused on its reputation and visibility through CDPIP? 2. How does FAO communicate and advocate CDPIP? 	<p>FAO logo is visible on all documents</p> <p>CDPIP mentioned in FAO website, newsletters and publications</p> <p>CDPIP mentioned in other publications and media</p> <p>Conferences</p>	<p>FAO website</p> <p>FAO Reports and Newsletters</p> <p>Other Non-FAO Publications, Websites and Media</p>	<p>One-to-one Interviews (structured questions);</p> <p>Content Analysis</p>
S. Change & Impact Issues	<ol style="list-style-type: none"> 1. What has changed at country level? 2. What has changed at FAO level? 	<p>Country own systems used and improved;</p> <p>Existing or new structures</p>	<p>Co-Ordinating Ministry Reports;</p> <p>CDPIP Project Progress</p>	<p>One-to-one Interviews (structured questions);</p> <p>Content Analysis</p>

	3. What other changes or impacts are unforeseen?	<p>established or enhanced;</p> <p>Numbers of key officials adopting new approaches;</p> <p>Value of country commitment (financial or other) as a proportion of CDPIP support;</p> <p>Number and category of stakeholders engaged in NAIP process</p>	<p>Reports</p> <p>Stakeholder Representatives</p> <p>FAO Reports and Memos</p>	
T. Sustainability Issues	<ol style="list-style-type: none"> 1. Robustness and resilience of the CDPIP systems established? Are they 'owned' and likely to be absorbed or were they imposed and likely to be rejected? 2. Is the NAIP process integrated with CAADP and not an imposition – in support of country processes and not leading the country planning processes? 3. What factors/risks will undermine sustainability? 4. What next now that CDPIP is ended? Who owns the process and who co-ordinates national CAADP processes and NAIP (investment planning)? 5. What is the Exit Strategy? 	<p>NAIP Financial Investment Plan established in each Ministry</p> <p>Overall Financial Investment Plan in Co-Ordinating Ministry (Matrix)</p> <p>Financial Investment Plan approved/adopted by Ministry of Finance (Matrix with codes)</p>	<p>NAIP Matrix</p> <p>CDPIP Progress Report</p>	<p>One-to-one Interviews (structured questions);</p> <p>Content Analysis</p>
U. Cross-Cutting Themes?	<ol style="list-style-type: none"> 1. Gender? 2. Access to Food? 3. Human Rights-based Approach? 4. Partnerships & Alliances? 5. Resilience-building? 	<p>Mainstreaming processes in-built into design and implementation processes</p> <p>Empowerment tools and approaches adopted</p> <p>MoUs signed and adopted</p>		<p>One-to-one Interviews (structured questions);</p> <p>Content Analysis</p>

V. CDPIP II - Future Programming?	1. Has any consideration been given to the need for a future programme?			One-to-one Interviews (structured questions); Content Analysis
W. Lessons Learned?	1.			One-to-one Interviews (structured questions); Content Analysis

Annex 4:

List of Reference Documents

The following documents were reviewed:

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9. Oruko et al. 2011. Mutual Accountability Framework for the Comprehensive Africa Agriculture Development Programme.
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25. FAO, 2011. Social analysis for agriculture and rural investment projects. Practitioners guide.
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29. Summary brief of Satisfaction Assessment (SA) exercise in CDPIP countries
30. Wilson-Grau R. and Britt H. 2012. Outcome Harvesting. Ford Foundation's Middle East and North Africa Office. May 2012 (Revised November 2013).
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Annex 5:

List of Institutions & Stakeholders Consulted

1. Overall, a total of 90 structured consultation meetings were conducted, as follows:

#	Category	CMR	COD	TCD	LSO	TZA	FAO	Total
1	Government Ministries	6	6	4	5	0		21
i	Govt.: Ministry of Agriculture	1	1	3	2			7
ii	Govt.: Ministry of Rural Development	1	1					2
iii	Govt.: Ministry of Planning	1	1	0	1			3
iv	Govt.: Ministry of Environment/Water	1						1
v	Govt.: Ministry of Forestry	1			1			2
vi	Govt.: Ministry of Gender							0
vii	Govt.: Ministry of Finance & Budget	1	2	1	1			5
viii	Govt.: Office of Prime Minister							0
ix	Govt.: Office of President		1					1

#	Category	CMR	COD	TCD	LSO	TZA	FAO	Total
2	CAADP Focal Point	2		3	1			6
3	Country Team		1	2	1			4
4	Private Sector Organisation		1	1	1			3
5	Farmer Organisation	2	2	1	1			6
6	Civil Society Organisation (CSO)	2	1	2	1			6
7	University	0	2	0	2			4
8	National Consultants	2	1	4	1		4	12
9	Investment Partners & Donors	1	2	1	0	0	1	4
i	Donor: World Bank			0	0			0
ii	Donor: African Development Bank	1	1	0				2
iii	Donor: IFAD		1					1
iv	Donor: IFPRI							0
v	Donor: Germany						1	1
vi	Donor: EU			1	0			
10	RECs							0
11	NEPAD							0
12	FAO - Country/Regional Office & HQ	1	3	2	2		16	24
	Total	16	19	20	15	0	21	90

Note: '0' denotes meetings scheduled, but cancelled subsequently.

FAO Rome, Italy

No	Names	Position and organisation	Meeting date	Interview methods
1	Mr. Masahiro Igarashi	Director of OED	21.07.2014	Group discussion
2	Mr. Omar Awabdeh	Evaluation Officer, OED	21.07.2014 22.07.2014 23.07.2014 24.07.2014 25.07.2014 01.08.2014 08.08.2014 22.08.2014 27.08.2014	Face-to-face interview Skype calls
3	Mr. Andre Lachapelle	Project Coordinator, CDPIP	21.07.2014 22.07.2014 23.07.2014 24.07.2014 25.07.2014 27.08.2014	Face-to-face interview Group discussion Skype calls
4	Ms. Astrid Agostini	Senior Investment Adviser, TCI	22.07.2014	Face-to-face interview Group discussion
5	TCI team and TCI directors plus Cecilia & Astrid	TCI office	22.07.2014	Group discussion, Brainstorming
6	Andre, Luisa and Omar	TCI and OED offices	23.07.2014	Group discussion, Brainstorming
7	Mr. Fantinet	Capacity Development in TCI	23.07.2014	Phone call from Germany
8	Mr. Veillerette Benoist	TCIB	23.07.2014	Face-to-face interview
9	Ms. Calixte Alapini	Monitoring and management of Food security in Africa	23.07.2014	Face-to-face interview
10	Ms. Wadzanai Katsande	FAO Pretoria	23.07.2014	Skype interview
11	Mr. Jean Kabahizi	FAO Accra	23.07.2014	Skype interview
12	Ms. Sally Berman	Capacity Development Officer	23.07.2014	Face-to-face interview
13	Ms. Johanna Jelensperger	Nutrition division	23.07.2014	Face-to-face interview
13	Ms. Alberta Mascaretti	Chief of Africa Section, TCI	24.07.2014 25.07.2014	Face-to-face interview
14	Mr. Claude Mauret	Consultant	24.07.2014	Skype interview
15	Mr. Jacques Degraaf	Consultant	24.07.2014	Skype interview
16	Mr. Guy Evers	Deputy Director TCI	25.07.2014	Face-to-face interview
17	Ms. Cecilia De Rosa	Capacity Development Officer, TCI	25.07.2014	Face-to-face interview Group discussion Skype calls

Yaounde, Cameroon

No	Names	Position and organisation	Meeting date	Interview methods
1	Mr. Tobie Ondo	Focal Point CAADP	28.07.2014 29.07.2014 15.08.2014	Face-to-face interview
2	Mrs Elisabeth Atangana	President, Farmer Organisation	29.07.2014	Face-to-face interview
3	Mr. Tsafack Nghoghia Henri	President, FNONE (Civil Society Organisation)	29.07.2014	Face-to-face interview
4	Mrs Weulassagou	Directrice, MINEPIA	30.07.2014	Face-to-face interview
5	Ms. Felitias Atanga	Programme Assistant, FAO	30.07.2014	Face-to-face interview
6	Mr. Emil Teleu Ngandeu	Individual consultant, (leader of national consultants)	30.07.2014	Face-to-face interview

7	Ms. Solange Batoum Epouse Ngue	Director, Planning Office, Ministry of Economy, Planning, and Territorial Management	30.07.2014	Face-to-face interview
8	Ms. EHETH Victoire	Director, Ministry of Forestry and Wildlife Management	30.07.2014	Face-to-face interview
9	Mr. Mbolo Ngono Gabriel	Regional Delegate for Centre, Ministry of Agriculture and Rural Development	31.07.2014 01.08.2014	Face-to-face interview
10	Mr. Moussa Koue Dr. Nwana Sama Bernard	1 st Vice-President and Secretary General, Chamber of Agriculture, Livestock, Fishery, and Forestry.	31.07.2014	Group discussion, Brainstorming
11	Ms. Nanga Berthe	Director, Ministry of Environment and Nature Protection and Sustainable Development	31.07.2014	Face-to-face interview
12	Mr. Ali Cisse	Country Program Officer, African Development Bank (AfDB)	31.07.2014	Face-to-face interview
13	Ms. Andela Christine	President, COSADER (Civil Society Organisation)	31.07.2014	Face-to-face interview
13	Mr. Ngniado Boniface	Consultant national	01.08.2014	Face-to-face interview
14	Mbo Patrice Lumumba	Cell Officer, Budget and Financial Office, Ministry of Finance	01.08.2014	Face-to-face interview

Kinshasa, DR Congo

No	Names	Position and organisation	Meeting date	Interview methods
1	Mr. Ndiaga Gueye	FAO Representative	04.08.2014 08.08.2014	Face-to-face interview
2	Mr. Michel Disonama Sindo	Assistant Representative	04.08.2014 08.08.2014	Face-to-face interview
3	Mr. Marcel Ndoko	CDPIP Focal Point, Consultant FAO	04.08.2014 08.08.2014	Face-to-face interview
4	Dr. Hubert Ali Ramazani	SG Ministry of Agriculture and rural development (Agriculture and Livestock)	04.08.2014	Face-to-face interview
5	Mr. Emmanuel Libendele Lobuna	Principal Adviser of the Presidency, for Agriculture, Fisheries, Livestock and rural Development	04.08.2014	Face-to-face interview
6	Ms. Rosalie Biума Mr. Nkolo Pierro Mr. Simplicite Mutombo	Vice-President, Executive Secretary, Technical adviser, Farmer Organisation_CONAPAC	05.08.2014	Group discussion, Brainstorming
7	Prof. Jacques Zahiga Muhigwa	National Consultant,	05.08.2014	Face-to-face interview
8	Mr. Macaire Gouassi Mr. Hubert Ndolo	Capacity development officer, Administrative Assistant, COPACO_Farmer organisation	05.08.2014	Group discussion, Brainstorming
9	Mr. King Kingosing Dr. Nsinba Nsoki Thomas Godar	Country team Members _ CAADP (Noyau dur)	05.08.2014	Group discussion, Brainstorming
10	Mr. Faustin	Expert, Direction of Study, Ministry of Budget	05.08.2014	Face-to-face interview
11	Mr. Jean-Baptiste Kadiata Bakach Dikand	Senior Agriculture and Natural Resources Management, African Development Bank (AfDB)	05.08.2014	Face-to-face interview
12	Prof. Jean-Marie Kinkela Nsabi	Protestant University in Congo,	06.08.2014	Face-to-face interview
13	Prof. Jean Aunge Muhiya	Kinshasa University,	06.08.2014	Face-to-face interview
14	Mr. Constantin Kabadiendedi Lombe	Focal Point, Federation des Entreprises du Congo (Private Sector),	06.08.2014	Face-to-face interview

15	Dr. Benoit Pembe Nsiese	Expert, Division of Agriculture, Ministry of Plan	06.08.2014	Face-to-face interview
16	Dr. Luboya Kasongo Muteba	National President for CSO _ SOCICO (Societe Civile du Congo)	07.08.2014	Face-to-face interview
17	Ms. Rasha Omar	Country Programme Officer_W&C Africa Division_IFAD	07.08.2014	Face-to-face interview
18	Mr. Bitasinwa Bahii Christophe Mrs Yvette Chabani Mr. Illunga Paul Mr. Mafou Talla	SG Ministry of Finances Director for Studies and planification In charge for Study Assistant SG	07.08.2014	Group discussion, Brainstorming
19	Dr. Abel Leon Kalambayi wa Kabongo	General Secretariat for Rural Development	07.08.2014	Face-to-face interview

N'Djamena, Chad

No	Names	Position and organisation	Meeting date	Interview methods
1	Mr. Daliem Adoum,	Adviser, National Centre National for Nutrition and Food Technology (CNNTA)	19.08.2014	Face-to-face interview
2	Mr. Keleyo Golndey,	Consultant for infrastructures and rural equipment	19.08.2014	Face-to-face interview
3	Mr. Gadjibet Nadmba,	Consultant, Research program (Human and institutional capacity development)	19.08.2014	Face-to-face interview
4	Mr. Koussou Mian-Oudanang,	National consultant for value chains	19.08.2014	Face-to-face interview
5	Mr. Dolmia Malachie,	Consultant environment	19.08.2014	Face-to-face interview
6	Mr. Patcha Kandje,	Deputy Director for Studies, Projects & Programs, Ministry of Agriculture and Environment	20.08.2014	Face-to-face interview
7	Mr. Izadine Ali Mahamat,	Chief of Services for formalities (Rural Sector), Chamber de Commerce, Industries, Agriculture, Mining and Handicrafts (CCIAMA)	20.08.2014	Face-to-face interview
8	Mr. Kolyang Palebele,	President, Farmer Organisations, "National Council for Rural Producers forum (CNCPR)"	20.08.2014	Face-to-face interview
9	Mrs Ndougouna Mbakasse Riradjim,	DG, Quality Control of foods (CECOQDA), Ministry of Livestock Development and Animal Production	21.08.2014	Face-to-face interview
10	Mr. Souleingar Ndokedi,	Deputy Coordinator (Rural Sector), Permanent Cell for Rural Sector	21.08.2014	Face-to-face interview
11	Dr. Mahamat Malloum,	Director for Studies, Statistics, Planning & Library, Ministry of Livestock Development and Animal Production	21.08.2014	Face-to-face interview
12	Mrs Marie Yodamme,	Deputy SG of CELIAF, CSO (Information Cell to liaise with Women Associations)	21.08.2014	Face-to-face interview
13	M. Mouldjide Ngarinam,	SG, OANET	21.08.2014	Face-to-face interview
14	Ms. Virginie Coustet, Mr. Eulade Mboneye, Mr. Charles Mr. Hussein	Attache, Programme Officer, Rural Development Sector EU Office in N'Djamena	22.08.2014	Group discussion, Brainstorming
15	Mr. Nangtourbaye Tonmadjal	Director of budget, Ministry of finances and budget	22.08.2014	Face-to-face interview
16	Mr. Adanao Saleh Moussa	M&E Officer, Permanent Cell, Ministry of Planning and International Cooperation	22.08.2014	Face-to-face interview
17	Dr. Hadjidja	CAADP Focal Point	20.08.2014 21.08.2014 22.08.2014	Face-to-face interview

			23.08.2014	
18	Mr. Abdelkadir Altidjani Koiboro, Mr. Palouma Abou,	Secretariat General, Ministry of Agriculture DG Agricultural Production and Training	23.08.2014	Group discussion, Brainstorming
19	Mr. Marc Abdala	FAO Assistant Representative	22.08.2014	Face-to-face interview

Maseru, Lesotho

No	Names	Position and organisation	Meeting date	Interview methods
1	Mr. Nthimo Mokitinyane	FAO Assistant Representative	25.08.2014 27.08.2014 28.08.2014	Face-to-face interview
2	Dr. Mohlolefi Moteane	President, Lesotho National Farmer Union, LENAFU (Farmer Organisations)	25.8.2014	Face-to-face interview
3	Mr. Phele	Ministry of Forestry and Land reclamation	25.8.2014	Face-to-face interview
4	Mrs. M. Molumeli	CAADP focal point	25.8.2014	Face-to-face interview
5	Dr. Mokitimi None Mrs. Motsamai	Consultants	25.8.2014	Group discussion, Brainstorming
6	Ms. Mampho Thulo	Managing Director, Rural Self-Help Development Association (RSDA)	26.08.2014	Face-to-face interview
7	Ms. Lenono	Chief Research Officer, Department of Agricultural Research	26.08.2014	Face-to-face interview
8	Dr. Mahloane	Director, Department of Livestock Services	26.08.2014	Face-to-face interview
9	Dr. Molete and Dr. Sekoli	National University of Lesotho (NUL)	26.08.2014	Group discussion, Brainstorming
	Ms. M'aleboharg Bohloa	Chief, Department of Agricultural Economics, NUL	26.08.2014	Face-to-face interview
10	Mr. Mohapi	Department of crops production,	27.8.2014	Face-to-face interview
11	Mr. Esaiiah Tjelele	Chief Research Officer, Department of Agricultural Research, Seed development Division	27.08.2014	Face-to-face interview
12	Ms. Puseletso Thobileng	Principal Nutrition Officer, Community Nutrition Section, Ministry of Agriculture, Department of field census, Nutrition Division	27.08.2014	Face-to-face interview
13	Mr. Ntitia Tuoane	Director of Fields Services (DPPA), Ministry of Agriculture and Food Security	28.08.2014	Face-to-face interview
14	Maoala Khesa	CAADP Secretariat, Department of Planning and Management, Ministry of Agriculture	28.08.2014	Face-to-face interview
15	Dr. Lebesa, Lefulesele	Department of Agricultural Research	28.08.2014	Group discussion, Brainstorming
16	Mr. Qhesi Thabo	CEO, Private Sector Foundation of Lesotho	28.08.2014	Face-to-face interview

Annex 6:

CAADP NAIP Country Comparison Matrix

CAADP NAIP – CDPIP COUNTRY COMPARISON

	Cameroon	DR Congo	Chad	Lesotho	Tanzania
CAADP Commencement	▪ July 2012	▪ June 2010	▪ October 2011	▪ May 2011	▪ N/A
CAADP Compact Signed	▪ July 2013	▪ March 2011	▪ December 2013	▪ September 2013	▪ N/A
CAADP Post Compact Phase Commenced	▪ September 2013	▪ April 2011	▪ January 2014	▪ October 2013	▪ N/A
NAIP Document Finalised	▪ April 2014 (2014-2020)	▪ September 2013 (2013-2020)	▪ July 2014 (2014-2020)	▪ February 2014 (Draft) (2014-2018)	▪ N/A
NAIP Priorities - FNSARD	<ul style="list-style-type: none"> ▪ 4 key priority areas: 1. Development of production chains and improved food and nutrition security; 2. Modernisation of rural production facilities and improving access to finance; 3. Management and sustainable development of natural resources; 4. Governance and institutional development; 	<ul style="list-style-type: none"> ▪ 5 key priority areas: 1. Promotion of agricultural sectors and agri-business; 2. Management of food safety and nutritional strategic reserves; 3. Research, extension and agricultural education; 4. Agricultural governance, gender, and institutional and human capacity; 5. Adapting to climate change; 	<ul style="list-style-type: none"> ▪ 5 key priority areas: 1. Sustainable management of natural resources and adaptation to climate change; 2. Development of rural infrastructure and equipment; 3. Development of agro-forestry, pastoral industries and fisheries; 4. Food and nutrition security, gender and capacity resilience of rural households; 5. Research, technology dissemination and adoption, building human and institutional capacities; 	<ul style="list-style-type: none"> ▪ 4 key priority areas: 1. Resilient livelihoods, reducing vulnerability and managing risk; 2. Production, productivity, commercialisation and diversification; 3. Sustainable natural resources management; 4. Human and institutional capacity-development; 	▪ N/A
NAIP Budget	<ul style="list-style-type: none"> ▪ US\$7.27bn, as follows: - Fund Gov.: \$4.18bn (58%) - Fund Gap: \$3.09bn (42%) ▪ NAIP per capita is US\$335; 	<ul style="list-style-type: none"> ▪ US\$5.731bn, as follows: - Fund Gov.: \$2.047bn (36%) - Fund Gap: \$3.684bn (64%) ▪ NAIP per capita is US\$87; 	<ul style="list-style-type: none"> ▪ US\$4.71bn, as follows: - Fund Gov.: \$3.07bn (65%) - Fund Gap: \$1.635bn (35%) ▪ NAIP per capita is US\$378; 	<ul style="list-style-type: none"> ▪ US\$1.075bn, as follows: - Fund Gov.: \$0.287bn (27%) - Fund Gap: \$0.788bn (73%) ▪ NAIP per capita is US\$524; 	▪ N/A

	Cameroon	DR Congo	Chad	Lesotho	Tanzania
NAIP Approved by NEPAD	<ul style="list-style-type: none"> ▪ Pending approval by December 2014; 	<ul style="list-style-type: none"> ▪ Approved in July 2013; 	<ul style="list-style-type: none"> ▪ Pending approval by December 2014; 	<ul style="list-style-type: none"> ▪ Approval not anticipated until February 2015; 	<ul style="list-style-type: none"> ▪ N/A
Business Plan & Meeting	<ul style="list-style-type: none"> ▪ None to-date – date not finalised – anticipated December 2014; 	<ul style="list-style-type: none"> ▪ Held in November 2013; 	<ul style="list-style-type: none"> ▪ Anticipated to be possible by February 2015; 	<ul style="list-style-type: none"> ▪ Anticipated to be possible by June 2015; 	<ul style="list-style-type: none"> ▪ N/A
CDPIP Funding Used - Budget	<ul style="list-style-type: none"> ▪ \$250,000+/- (35% for consultants) 	<ul style="list-style-type: none"> ▪ \$350,000+/- (35% LoA Universities; 35% consultants & TSS) 	<ul style="list-style-type: none"> ▪ \$150,000+/- (15% for consultants) 	<ul style="list-style-type: none"> ▪ \$250,000+/- (45% for consultants) 	<ul style="list-style-type: none"> ▪ \$50,000+/- (80% for consultants & TSS)
CDPIP Duration & Phases	<ul style="list-style-type: none"> ▪ 14 months (04.2013-05.2014) represented by: <ul style="list-style-type: none"> - Inception Workshop – April 2013; - Validation Workshop – April 2014; - 8 Workshops/Writeshops between May 2013 and January 2014; - Backstopping from Project Co-ordinator from Rome; 	<ul style="list-style-type: none"> ▪ 24 months (09.2012-04.2014) represented by: <ul style="list-style-type: none"> - Inception Workshop – September 2012; - Validation Workshop – March 2013; - 8 Workshops/Writeshops between October 2012 and January 2014; - Backstopping from Project Co-ordinator from Rome; 	<ul style="list-style-type: none"> ▪ 13 months (06.2012-07.2014) represented by: <ul style="list-style-type: none"> - Inception Workshop – June 2012; - Validation Workshop – July 2014; - 5 Workshops/Writeshops between July 2012 and May 2014; - Backstopping from Project Co-ordinator from Rome; 	<ul style="list-style-type: none"> ▪ 20 months (11.2012-08.2014) represented by: <ul style="list-style-type: none"> - Inception Workshop – March 2013; - Validation Workshop – <u>None Held</u>; - 2 Workshops/Writeshops – October 2013 & January 2014; - Backstopping from Project Co-ordinator from Rome; 	<ul style="list-style-type: none"> ▪ Only two missions and 1 workshop in 2013;
Relevant Country Programmes/Projects (Other Donors)	<ul style="list-style-type: none"> ▪ More than 150 projects & programmes incorporated in the NAIP; ▪ See list in the Excel Matrix; 	<ul style="list-style-type: none"> ▪ More than 120 projects & programmes incorporated in the NAIP; ▪ See list in the Excel Matrix; 	<ul style="list-style-type: none"> ▪ 49 projects & programmes incorporated in the NAIP; ▪ See list in the Excel Matrix; 	<ul style="list-style-type: none"> ▪ 22 projects & programmes incorporated in the NAIP; ▪ See list in the Excel Matrix; 	
CAADP Country Compact Signatories	<ul style="list-style-type: none"> ▪ The 12 signatories to the CAADP Country Compact are: <ul style="list-style-type: none"> - Prime Minister - Ministers of Agriculture, Livestock etc. - Private Sector - Civil Society - Farmers Organisations, - NEPAD - CEEAC - Donors 	<ul style="list-style-type: none"> ▪ The 7 signatories to the CAADP Country Compact are: <ul style="list-style-type: none"> - Prime Minister, - Ministers of Agriculture, Livestock etc. - Private Sector - Civil Society - Farmers Organisations, - NEPAD - COMESA - Donors 	<ul style="list-style-type: none"> ▪ The 13 signatories to the CAADP Country Compact are: <ul style="list-style-type: none"> - Prime Minister, - Ministers of Agriculture, Livestock etc. - Private Sector - Civil Society - Farmers Organisations, - NEPAD - CEEAC, - Donors 	<ul style="list-style-type: none"> ▪ The 8 signatories to the CAADP Country Compact are: <ul style="list-style-type: none"> - Prime Minister, - Ministers of Agriculture, Livestock etc. - Private Sector - Civil Society - Farmers Organisations - NEPAD - SADC 	

	Cameroon	DR Congo	Chad	Lesotho	Tanzania
CAADP Country Team Composition	<ul style="list-style-type: none"> ▪ 25+/- Country Team members, comprising representatives of: <ul style="list-style-type: none"> - President; - SG: Min. Agriculture & Rural Development; - All ministries involved in the rural development sector; - Farmer Organisation; - NGO; - Other Non-State Actors - Private Sector - Parliamentarians ▪ No Donors represented; 	<ul style="list-style-type: none"> ▪ No Country Team in DR Congo; ▪ A core team created by CDPIP (10 persons from various Ministries, Civil Society, NGO, Farmers Organisations, Private Sector, Donor); 	<ul style="list-style-type: none"> ▪ About 25 Country Team members, comprising representatives of: <ul style="list-style-type: none"> - SG of M of Agriculture and Environment, president - All ministries involved in the rural development sector - Farmers organisations - NGO - Other Non-State actors - Private Sector - Parliamentarians ▪ No Donors represented; 	<ul style="list-style-type: none"> ▪ About 25 Country Team members, comprising representatives of: <ul style="list-style-type: none"> - PS of M of Agriculture and Food Security, president - All ministries involved in the rural development sector - Farmers organisations - NGO - Other Non-State actors - Private Sector - Parliamentarians ▪ No Donors represented; 	<ul style="list-style-type: none"> ▪ CDPIP support not directly linked to the CAADP process;
CDPIP National Consultants	<ul style="list-style-type: none"> ▪ 3 national CDPIP consultants (60 days, 30 days and 30 days WAE); ▪ Close support to the two FAO (SFC) national consultants; 	<ul style="list-style-type: none"> ▪ 2 national consultants (lecturer at the Universities) to support implementation of the LoA; 	<ul style="list-style-type: none"> ▪ No CDPIP-funded national consultants, but close support to the 6 FAO (SFC) national consultants; 	<ul style="list-style-type: none"> ▪ 2 national consultants (ToR available) contracted by the project for more than 8 months; 	<ul style="list-style-type: none"> ▪ 1 national consultant to support the Workshop in Dar es Salaam;
International Consultants	<ul style="list-style-type: none"> ▪ 1 International Consultant (Claude MAURET), support to the national consultants for the NAIP formulation (ToR available), 3 missions; ▪ 1 TCIA officer (Marc FANTINET), 1 mission in April 2013 to attend the Inception Workshop; 	<ul style="list-style-type: none"> ▪ 1 International Consultant (? SCHORROCH), 1 mission to support the formulation of the GASFP proposal; ▪ 1 TCIA officer (Oury DIALLO), 5 missions in Facilitation of the CAADP process; 	<ul style="list-style-type: none"> ▪ 1 International Consultant (Calixte ALAPINI), support to the national consultants for the NAIP formulation (ToR available), 3 missions; 	<ul style="list-style-type: none"> ▪ 1 international consultant (Jacques DEGRAAF), support to the Country Team and 2 national consultants for the NAIP formulation (ToR available), 3 missions; ▪ 1 TCIA officer (Wadzi KATSANDE), 1 mission on costing; 	<ul style="list-style-type: none"> ▪ 1 international consultant (Desiree DIETVORST), to support the Workshop in Dar es Salaam; ▪ 1 TCID officer (Gunther FEILLER);
Other Issues	<ul style="list-style-type: none"> ▪ Strong collaboration with WB-FAO Project implementing the CAADP process in the ECCAS zone – SFC - FAO Libreville (Ondile ANGORAN); 	<ul style="list-style-type: none"> ▪ N/A; 	<ul style="list-style-type: none"> ▪ Strong collaboration with WB-FAO Project implementing the CAADP process in the ECCAS zone – SFC - FAO Libreville (Ondile ANGORAN); 	<ul style="list-style-type: none"> ▪ Strong collaboration with WB-FAO Project implementing the CAADP process in Swaziland – SFS FAO Harare (? NTHIMO); 	<ul style="list-style-type: none"> ▪ N/A;

- i. In Cameroon: the government has recognised the strategic importance of CAADP and engaged in a committed and concerted manner in formulating the NAIP and engaging with the CDPIP process. In effect, the CAADP process only commenced nationally in June 2012 and by July 2013, the CAADP Compact was signed by 12 signatories, including representatives of farming organisations, private sector and civil society. Government was involved from the Presidency, Prime Minister and through the Minister of Agriculture, as Chair of the CAADP National Team. As well as consulting nationally, the process also engaged with regional networks using the regional government offices and the networks of the farming and CSO networks. The budget formulation identified a total commitment of US\$7.27bn in the period 2014-2010, with a commitment by government of US\$4.18bn (or 58%) and a budget 'gap' of US\$3.09bn (or 42%). The NAIP document was produced in April 2014, but has yet to be evaluated and approved by NEPAD, anticipated to be commenced in October 2014 and completed by December 2014. Once NEPAD approval is secured, the process of preparing for and hosting the Business Meeting (to mobilise funding to bridge the 'gap' in the budget) will take place, with the Business Meeting anticipated to take place in April 2015, subject to no unforeseen delays;
- ii. In Chad: the government has recognised the strategic importance of CAADP and engaged in a committed and concerted manner in formulating the NAIP and engaging with the CDPIP process. The CAADP process commenced nationally in October 2011 and the CAADP Compact was signed by 13 signatories in December 2013, including representatives of farming organisations, private sector and civil society. Government was involved from the Presidency, Prime Minister and through the Minister of Agriculture, as Chair of the CAADP National Team. The budget formulation identified a total commitment of US\$4.71bn in the period 2014-2010, with a commitment by government of US\$3.07bn (or 65%) and a budget 'gap' of US\$1.635bn (or 35%). The NAIP document was produced in July 2014, but has yet to be evaluated and approved by NEPAD, anticipated to be commenced in October 2014 and completed by December 2014. Once NEPAD approval is secured, the process of preparing for and hosting the Business Meeting (to mobilise funding to bridge the 'gap' in the budget) will take place, with the Business Meeting anticipated to take place in February 2015, subject to no unforeseen delays;
- iii. In DR Congo: the government has to some extent, recognised the strategic importance of CAADP and engaged in a relatively committed and concerted manner in formulating the NAIP and engaging with the CDPIP process, though it has been slowed somewhat by regional conflicts and the complex nature of its governmental systems, due to the size of the country. The CAADP process commenced nationally in June 2010 and by March 2011, the CAADP Compact was signed by 7 signatories, including representatives of farming organisations, private sector and civil society. Government was involved from the Presidency, Prime Minister and through the Minister of Agriculture, as Chair of the CAADP National Team. The consultation process was predominantly a centralised national-level process, with some but limited regional consultation (which has led to a criticism of the process as being too Kinshasa-centred). Plans for a series of 'regional NAIPs' have since been abandoned. The budget formulation identified a total commitment of US\$5.731bn in the period 2013-2010, with a commitment by government of US\$2.047bn (or 36%) and a budget 'gap' of US\$3.684bn (or 64%). Compared to other CDPIP countries, the level of budgetary commitment by a country of the size of DRC is relatively low (at US\$87 per capita). The NAIP document was produced in September 2013, and evaluated and approved by NEPAD in July 2013. DRC hosted a Business Meeting in November 2013, which is perceived as being a high-profile event, but not eliciting any significant new commitments from donors and primarily securing FDI (from Israel and South Africa, with investments in Business Parks outside Kinshasa). The Business Meeting process was seen as overly-focusing on commercial agriculture production rather than also on small-holder development and growth. The NAIP process would need to be revisited to ensure that it correctly addresses supports to small-holder agriculture, as the majority;
- iv. In Lesotho: the government has not demonstrated sufficient commitment and engagement with the CAADP process, preferring instead to allow the process to be driven by the civil service as a technocratic exercise, with little involvement by senior political figures. There is an evident disconnect between the technical and policy/political levels, which is hampering development of the NAIP and adoption of CAADP practices at senior levels of government. The CAADP process commenced nationally in May 2011 and the CAADP Compact was signed by 8 signatories in September 2013, including representatives of farming organisations, private sector and civil society. Government is represented by the Ministry of Agriculture, but the involvement of the Minister in the process is low. Consequently, the process is being led by the CAADP focal point, working with a Core National Team of officials from the key sectoral ministries, with pressure being brought to bear on the process by the Farmer Organisation, which is strong and influential. Overall, the process is far from satisfactory and the extent of government buy-in and commitment is lower than would otherwise be expected.

The budget formulation identified a total commitment of US\$1.075bn in the period 2014-2018, with a quasi-commitment by government of US\$0.287bn (or 27%) and a budget 'gap' of US\$0.788bn (or 73%). Due to the challenges in engaging with government and a lack of valid data, the NAIP document has not yet been finalised or validated (despite CDPIP support), and with NEPAD support now taking-place the NAIP document is expected to be validated at a national event in December 2014 (if not further delayed, due to the recent Coup attempt on 29.08.2014). Under these circumstances, CDPIP supported production of a draft NAIP in February 2014, which was not nationally validated. A national validation process has yet to take place. The NAIP document has yet to be evaluated and approved by NEPAD, anticipated to be April 2015 at the earliest. With the uncertainty in the political situation, the entire process is perceived to be in suspension and may even be in jeopardy. This is one situation where continued involvement of FAO is required in order to support the CAADP National Team in validating the NAIP and in preparing more professionally for the Business Plan/Business Meeting process;

- v. In Tanzania: the CAADP process was experiencing challenges and disagreements amongst the national stakeholders on the approach being imposed under CAADP on agriculture sector development, as Tanzanian institutional arrangements are complex. As a result, and following a request from the FAO-R, the project limited its involvement to support efforts towards a greater clarity of the planning and implementation hierarchy in the agriculture sector, including the role of the NAIP, roles and responsibilities and co-ordination mechanisms, with a view to informing the second Agriculture Sector Development Programme;

Annex 7:

**CDPIP Budget Allocation & Budget Utilisation
– Tables**

1. Budget Allocation

At the outset of the project, the allocated budget was as follows:

Code	Input Description	Year 1	Year 2	Year 3	Total	%
5 300	Salaries Professional	261 451	261 451	50 499	573 401	24%
	Project Co-Ordinator (CD Investment Expert)	201 996	201 996	50 499	454 491	19%
	Project Officer (Part-time 50%)	59 455	59 455	-	118 910	5%
5 570	Consultants Budget	110 000	119 000	104 000	333 000	14%
5 650	Contracts	60 000	70 000	20 000	150 000	6%
5 900	Travel	215 000	270 000	125 000	610 000	26%
5 920	Training	45 000	50 000	15 000	110 000	5%
6 000	Non-Expendable Procurement	3 400	-	-	3 400	0%
6 150	Technical Support Services	100 000	125 000	60 000	285 000	12%
	FAO Technical Staff (TSS) - Secondments	80 000	100 000	20 000	200 000	9%
	AOS (Country Office Funds - Staff, Travel, GOE)	20 000	25 000	5 000	50 000	2%
	Project Evaluation Costs (Standard Costs)	-	-	35 000	35 000	1%
6 130	General Overhead Expenses Budget	4 000	4 000	1 500	9 500	0%
	Sub-Total	798 851	899 451	375 999	2 074 301	88%
6 130	Support Costs Budget	103 851	116 929	48 880	269 660	12%
	Total	902 702	1 016 380	424 879	2 343 961	100%

2. Budget Utilisation

As at 14.08.2014, the Financial Statement reflected the following:

Code	Input Description	Budget	Soft Commitment	Hard Commitment	Total Commitments	Actuals	Commitments & Actuals	Available Budget	Forecast	Projected Balance	%
FUNDS RECEIVED - CDPIP (TFDE11AA11650 614279 GCP/INT/132/GER)											
3 001	Contributions Received in Advance	-	-	-	-	-1 424 783	-1 424 783	1 424 783	-	1 424 783	
Total Funds Received (by Activity)		-	-	-	-	-1 424 783	-1 424 783	1 424 783	-	1 424 783	
EXPENSE - CDPIP (TFDE11AA11650 614279 GCP/INT/132/GER)											
5 011	Salaries Professional	604 938	-	33 624	33 624	517 841	551 465	53 473	-	53 473	31%
5 013	Consultants	377 661	18 081	21 752	39 833	341 825	381 658	-3 997	-	-3 997	21%
5 014	Contracts	70 000	-	55 265	55 265	23 685	78 950	-8 950	-	-8 950	1%
5 020	Local Contracted Labour	4 410	-	-	-	3 357	3 357	1 053	-	1 053	0%
5 021	Travel	603 392	-	12 953	12 953	393 283	406 236	197 156	-	197 156	24%
5 023	Training	130 283	-	-	-	56 194	56 194	74 089	-	74 089	3%
5 024	Expendable Procurement	821	-	-	-	5 236	5 236	-4 415	-	-4 415	0%
5 025	Non-Expendable Procurement	-	-	-	-	-	-	-	-	-	0%
5 026	Hospitality	211	-	-	-	211	211	-	-	-	0%
5 027	Technical Support Services	178 184	-	-	-	71 469	71 469	106 715	-	106 715	4%
5 028	General Operating Expenses	22 769	1 371	674	2 045	58 710	60 755	-37 986	-	-37 986	4%
5 029	Support Costs	259 050	-	-	-	191 339	191 339	67 711	-	67 711	12%
5 050	General Operating Expenses (Internal)	24	-	-	-	24	24	-	-	-	0%
Total Expense (by Activity)		2 251 743	19 452	124 268	143 720	1 663 174	1 806 894	444 849	-	444 849	100%
Balance		2 251 743	19 452	124 268	143 720	238 391	382 111	1 869 632	-	1 869 632	

Annex 8. CDPIP Achievement of Results

D. PERFORMANCE ASSESSMENT

D1. ACHIEVEMENT OF RESULTS

Results Chain	Indicators				If not achieved explain why	If applicable/ follow up action to be taken
	Indicators	Baseline	End Target	Achieved		
Impact**	N/A (too early to be evaluated)					
Project Outcome: High quality national investment plans and programmes developed by CAADP national actors in 5 countries	<p>CAADP Technical Review findings conclude that the investment plan is satisfactory and recommends its implementation;</p> <p>Technical Review comments are incorporated into revised investment plan prior to implementation;</p> <p>Regular reviews and adjustments of the investment plan carried out in line with planned country schedule (i.e. medium term planning and/or CAADP schedule);</p> <p>Quality Assurance report (by government and DPs)</p>	<p><i>(NB in the ProDoc logframe format no baseline was defined. Information here is based upon ProDoc text and information gathered in country inception missions.)</i></p> <p>In CHD, CMR – NAIP preparation not started; in DRC, LES – draft plans existed, prepared by external experts rather than participatory process; in TNZ NAIP (TAFSIP) approved, but without clear implementation strategy</p> <p>Weak leadership by national institutions, and very weak involvement of some stakeholder groups (CHD,</p>	<p><i>Implicit in indicator (old ProDoc logframe format)</i></p>	<p><i>(NB for all outcome indicators achievements reflect also complementary support provided by partner. Project was primary contributor.)</i></p> <p>3 Compacts formulated with project support and signed (CMR, CHD, Les) as per country schedules</p> <p>3 NAIP formulated with project support and validated (CMR, CHD, DRC) as per country schedules</p> <p>1 NAIP under finalisation (Lesotho) – delayed process</p> <p>Roles and responsibilities clarified for implementation of 1 NAIP through major sector programme (TNZ)</p> <p>CAADP technical review findings of DRC Plan positive, recommended implementation. Comments were</p>	<p>Significant delay in formulation of NAIP Lesotho. Major reasons were insufficiently strong high level leadership, and delayed gov't decisions regarding evidence base gathering and involvement of IFPRI.</p> <p>The NEPAD external technical review process is very slow (in CDPIP countries only DRC) and imposes delays on country schedules</p> <p>In Lesotho,</p>	<p>Regular CAADP support by regional organisations (NPCA, RECs)</p> <p>...</p>

Annex 8. CDPIP Achievement of Results

	<p>concludes that the plan/programme is satisfactory and recommends its implementation;</p> <p>Active participation in preparation of investment plan and/or programmes by CAADP national actors, including government, civil society and private sector (representatives from all groups are involved on a regular basis);</p> <p>Investment plan/programmes prepared (or revised) as per country schedule.</p>	<p>CMR, DRC, LES).</p> <p>No clear roadmaps/schedules for NAIP preparation/implementation agreed by all stakeholder groups (CHD, CMR, DRC, LES).</p> <p>In TNZ definition of sector programme for implementation hampered by insufficient clarity about planning hierarchy and roles and responsibilities</p>		<p>reflected in the plan presented at the Business Meeting.</p> <p>Strong involvement of national State and non-State actors in the CAADP process through the CAADP teams. Specifically in DRC: multistakeholder core team; LES: strong involvement by FO LENAFU (highlighted as most significant change in the satisfaction assessment); CMR and CHD: good interministerial collaboration.</p> <p>Road maps implemented with reasonable delays in CMR, CHD and DRC.</p> <p>Regular meetings between donor groups and CAADP national team in CMR, CHD and DRC resulted in joint endorsement/validation of the NAIP by both government and DPs</p>	<p>engagement with DP on individual basis as few players/nor formal DP group</p> <p>Implementation and revision/adjustments of NAIPs in the four countries not yet started.</p>	
<p>OUTPUT 1</p> <p>CAADP national actors enabled to prepare investment plans and programmes for the agricultural sector in five countries</p>	<p>CAADP national actors' knowledge/awareness/skills in investment planning strengthened (at least 80% of participants demonstrate significant increase in relevant competences</p> <p>CAADP national actors provide relevant and timely inputs in line with agreed national process for developing and revising the investment plan/and or</p>	<p>Initial assessments showed weak understanding of the CAADP/NAIP formulation process by national actors</p> <p>CAADP process perceived as externally-driven and heavily relying upon international expertise with limited leadership and multi-stakeholder ownership at country level.</p> <p>Limited clarity/awareness of capacity needs and</p>		<p>Good quality CAADP process implemented in DRC, CMR, CHD and LESOTHO, based on solid understanding of respective roles and responsibilities</p> <p>More than 1500 actors participated in CD events in the five countries, the majority of whom self-assessed increased technical skills and confidence levels and the usefulness of the support for their specific work. In CMR and DRC, responses indicate that least 80% of participants increased skills and competencies and confirmed usefulness of learning support to their</p>	<p>Systematic ex ante and ex post assessment was pursued by the project for all learning events, but due to discrepancies in response rates (not all participants filled both ex ante and ex post questionnaires, the exact % cannot be reported with confidence.</p>	<p>FAO to continue contributing to NPCA led implementation guidelines</p> <p>Explore follow up through other projects and programmes supported by FAO various donors in</p>

Annex 8. CDPIP Achievement of Results

	<p>programmes</p> <p>National actors show increased motivation and confidence in decision-making processes concerning investment plans and programmes</p> <p>Critical institutional and governance bottlenecks to effective agricultural investment planning identified and action plan for their removal or mitigation prepared with relevant stakeholders</p>	<p>requirements for investment planning</p>		<p>work context.</p> <p>Effective inputs provided by national actors during NAIP formulation in all countries, with strong confidence and leadership exercised by national CAADP country teams in three countries (CMR, DRC, CHD) and improved confidence and leadership in LES</p> <p>Institutional/ policy factors hindering effective planning identified and included in action plan in four countries (DRC, CMR, CHD, LES)</p> <p>In TNZ institutional and governance factors were identified in the facilitated dialogue, and respective priority actions defined.</p>	<p>Originally envisaged ex post assessments 6 months after the event could not be pursued as a result of process related constraints (see main text).</p> <p>In DRC, CMR, CHD, LES institutional and policy factors were not addressed comprehensively by the project as stakeholders placed immediate priority on skill development and learning linked to the NAIP development.</p>	<p>CDPIP countries and beyond (FAOR supported by TCI)</p> <p>...</p>
<p>OUTPUT 2</p> <p>Institutions and experts at national and regional levels deliver relevant and high quality capacity development and advisory support to</p>	<p>Partnerships established with at least two national and/or regional capacity development institutions for delivery of support to country stakeholders</p> <p>A minimum of five national experts trained and providing relevant expert support to investment planning process by end of year 2</p> <p>Evidence of satisfaction and usefulness of capacity</p>	<p>National/regional CD institutions not providing required investment planning related support to country stakeholders in the CDPIP countries</p> <p>National experts with the required expertise/skill set to support NAIP development/implementation and respective learning support for national actors not readily available</p> <p>No operational roster of</p>		<p>14 national experts enhanced their skills in investment planning support - facilitating understanding and participation by all stakeholders and supporting formulation of the plans</p> <p>In LES, national experts led the learning support on RBM with the guidance of an international expert. In addition LES national experts led a NAIP-related learning event in Swaziland and evidence of satisfaction with experts' support exceeded 70 %.</p> <p>DRC and CHD national experts contributed learning insights into CMR</p>	<p>In relation to CD support provided by national/regional experts trained by the project, it should be noted that throughout the project all events were co-facilitated with international expert support; hence it proved difficult to disaggregate satisfaction levels</p>	<p>DRC follow implementation of learning programme by universities (FAOR and TCI)</p> <p>Explore collaboration with AERC/CMAAE on upscaling learning</p>

Annex 8. CDPIP Achievement of Results

<p>country stakeholders in at least five countries.</p>	<p>development support provided by national/regional experts trained by the project is at least 70% by year 2;</p> <p>Roster of relevant experts established with regional partners, functioning and assessed as “useful” by at least 70% of the CAADP focal points/country teams in the sub-region</p> <p>Project learning materials related to investment planning adapted in collaboration with selected national/regional partner institutions (at least two – one Anglophone, one Francophone) and included in their own regular training programmes.</p>	<p>agricultural experts at ECCAS and COMESA</p> <p>Learning materials to convey and complement existing good practice CAADP investment guidance not available</p>		<p>inception workshop and other events as part of the project’s peer sharing schemes. Based on direct observation by the project team, the experts demonstrated good analytical and abstraction skills.</p> <p>Project learning materials related to investment planning adapted in collaboration with national actors in DRC and Lesotho.</p> <p>Project learning resource prepared in two languages</p> <p>Partnerships formed with 15 national universities (in DRC and LS) for the integration of parts of the project learning resources into academic curricula</p> <p>Partnership opportunities explored with regional Master programme AERC/CMAAE involving a network of 16 universities</p> <p>Partnership agreement with professional training centre of university prepared and discussed in detail for development and delivery of investment planning learning support, but partner pulled out at the last moment.</p>	<p>with national experts. Also, there was less “replication” of events/themes than envisaged at design – replication is now built into the agreements with the universities.</p> <p>The activity concerning the development of a roster was not pursued by the project as noted in project progress reports in light of changing responsibilities and developments on rosters between RECs and NPCA.</p> <p>Capacity constraints (staffing, resources as well as skills) in national and regional capacity development institutions on investment significantly hampered establishment of envisaged</p>	<p>support (TCI)</p> <p>Follow up linkages with MAFAP to support national investment planning (analytical work) (TCI)</p> <p>...</p>
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Annex 8. CDPIP Achievement of Results

					partnerhsips.	
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****The impact level should always reflect the higher programmatic outcome to which the project contributes. For example, at country level, this is expressed as the CPF outcome to which the project contributes and can also reflect other elements of impact that are defined at a higher programmatic level (UNDAF /national goal/FAO OR.).**

Annex 9: Summary of CDPIP support in each country

Terminal Report – GCP/INT/132/GER

DRC



Initial situation – As CDPIP started to work in DRC, the country’s participation in and commitment to CAADP process was very limited, with minimal involvement of non-state actors and other sector-related ministries. The National Focal Point (NFP) role had changed three times, and motivation and commitment to engage was low. A CAADP national country team was not in place. The first draft of the NAIP was produced by two international consultants without consultation with national and donors working groups.

Summary of project strategy - CDPIP’s strategy in DRC was two-fold: during the pre-Business Meeting phase, and following a joint mission with COMESA, the REC in charge of the CAADP process in DRC, it focused on reactivating the CAADP process through high-level advocacy and sensitization sessions, while at the same time ensuring broader participation and inclusion in NAIP formulation process (which had so far not benefited from substantive participation of non-state actors). In this phase the project worked to empower and support a small core team of actors (*Noyau dur PDDAA*), including the NFP, the ministries of Environment, Finance, Budget and Public Health, the two main national Farmers Organizations, Representatives of Private sector and Civil Society. This CAADP Core Team was the main focus of CDPIP support, through coaching and skills strengthening. CDPIP provided RBM training, NAIP formulation workshops & writeshops, on the job training for proposal-writing to secure GAFSP funds as well as exposure to other NAIP formulation processes through peer exchange. The project cooperated with other partners in country, mainly the World Bank and the Belgian Cooperation and strongly supported the Agricultural & Rural Development Working Group, chaired jointly by FAO/IFAD/WFP. Following the national validation, the external NEPAD peer review and the endorsement of the NAIP in the Business Meeting, the project shifted its focus on establishing partnerships with a network of 14 universities in the capital and the ten provinces, for the integration of project learning materials into their curriculums, with the aim to strengthen the capacity of the next generation of agricultural investment decision-makers.

Main achievements – The project positively affected the status and quality of CAADP process and the NAIP document in DRC. Some general achievements, including those highlighted by the Satisfaction Assessment report, included:

- Set up of a multistakeholder process with participatory methodology leading to common vision and broader ownership
- Strengthened understanding and motivation by all actors to engage in CAADP process
- Roles of State and NSA are clarified within the process, with clear coordination mechanisms
- NFP/core team enabled to lead the work
- National authorities committed to NAIP at highest level (e.g. the Government spent more than 300 000 USD to finance the business meeting)
- Acquisition of new skills that are relevant to regular work

Challenges and need for follow up –the major challenges experienced by CDPIP are related to NAIP implementation. Particularly, the following factors may hinder effective implementation of NAIP:

- Capacity constraints in of the Planning unit of the Ministry of Agriculture in terms of Project & Programme formulation and Monitoring and Evaluation;
- Weak linkages with the national budgeting processes;
- Weak linkages with the Provincial level.

Hence, specific support to the Planning Unit of the Ministry of Agriculture would be required. Several other resource partners are already committed (Belgian cooperation with two projects; Word Bank PAARSA project; IFPRI supporting SaKSS and ReSaKSS).

CHAD



Initial situation – After its official launching by the Economic Community of Central African States (ECCAS), the CAADP process was blocked by the lack of understanding by the national authorities and limited support from the main donors in country, already engaged in other similar planning processes. A joined TCIA/SFC – ECCAS mission was implemented to help clarify the situation and, consequently, there was a strong demand by the government for project’s support, reactivated by the appointment of a very dynamic and respected NFP (former Minister of Agriculture) who mobilized her own network in support of NAIP. The National CAADP country team was officially in place but was not operational. The initial level of capacities was mixed, characterized by a weak understanding of the CAADP process and insufficient skills to implement it, with, however, a strong sense of ownership and demand for participation by non-state actors.

Summary of project strategy – CDPIP support started during the pre-Compact phase and was initially directed at supporting the NFP and the CAADP country team to gather top level support from the government, by jointly defining the post-Compact phase and supporting the NFP/country team in setting up the appropriate Government’s communication and advocacy strategy. CDPIP worked in very close collaboration with the SFC WB funded project (UTF/CEE/001) in charge of the support to CAADP process in seven central African countries. Close collaboration with the Donor Working group (chaired by African Developing Bank – ADB) was ensured by effective support of the FAO Representation. A series of Government’s internal turnovers, resulting in several ministerial changes at the top level, affected both the strategy and the pace of project implementation. These however did not stop the country’s strong commitment to NAIP (named PNISR in Chad) development, which was eventually finalized and validated within the framework of country schedules. During formulation period, the project directed its efforts at providing methodological support to the CAADP National country team to define approach for PNISR formulation and supporting a common understanding of PNISR strategic positioning within existing processes. In terms of skills strengthening, the project worked side by side with national experts and CAADP country team to develop skill enhancement in Result Based Management (RBM) and costing of NAIP, and to deepen CAADP National country team exposure to similar situations in the region.

Main achievements – CDPIP support achieved the following results:

- Country's strategic priorities, as included in the Compact and the NAIP, are validated by relevant national actors
- High level Government is committed to the process
- The Country Team & NFP were enabled to lead the NAIP development process and linked up with a network of other central African NFPs who consolidated a common understanding of stakes in CAADP
- Technical skills of NFP and local actors for NAIP formulation were enhanced and a country-specific costing methodology was adapted for Chad

Challenges and need for follow up

The process remains very fragile, despite strong motivation and action by the national NFP and country team, the Ministries' staff is not yet in a position to run the remaining steps of the CAADP process. Fortunately, the WB/SFC project will continue to provide support to complete the process throughout 2015.

CAMEROON



Initial situation – The CAADP process, launched by ECCAS, was on hold as the CDPIP started to operate in CMR. While NFP and country team had already been formally established, these were not fully operational and the CAADP process could not benefit from high level commitment and donor support. Like in Chad, a TCIA/SFC – ECCAS mission was implemented to clarify the situation and generated a strong interest from the Ministry of Agriculture and Rural Development for CDPIP support.

Summary of project strategy –After the initial scoping mission with SFC-CEEAC and the participatory inception workshop, CDPIP project worked side by side to support national actors' renewed motivation and ownership for the process. In this context the CDPIP's strategy was to complement existing SFC technical support (project UTF/CEE/001) by providing specific support to country actors in formulating NAIPs, enhancing their knowledge and skills on RBM, logframes and costing. Supporting knowledge exchange workshops on NAIP at decentralized levels (Kribi, Garoua, Limbe) were also implemented with a positive impact on the overall level of country ownership.

The project interacted intensively with the two donor working groups (Agriculture, Livestock and Fisheries led by the France, and Environment and Forestry led by the Germany).

Main achievements - The project strategy yielded positive results at multiple levels, as it emerged from the Satisfaction Assessment (SA) reports:

- Increased ownership, motivation and improved comprehension of the process
 - The project catalysed efforts towards CAADP process, clarifying concepts and offering methodological support. For instance, the SA highlights that it has been "extremely important to resuscitate the CAADP process, to mobilize actors and refocus them on the remaining work to be done". Hence project's support was addressing a real country need in terms of methodological support.
 - Although the project cannot claim full credit for this, it can be positively assumed that it has contributed towards strong national ownership, manifested amongst others through

substantive financing by the Ministry of Agriculture of most activities of the CAADP national team and its technical teams.

- Opening of a permanent platform for dialogue amongst rural sector actors
- Increased quality and depth of skills by national actors concerning NAIP formulation – CDPIP-learning support being practical, to the point and supporting immediate application on-the-job

Challenges and need for follow up – While the project has itself contributed to enhancing the capacity of the four ministries of the rural development sector, the need for ongoing and longer term support remains to be addressed. Complementary support is currently being provided by Projects and Programmes financed by the French cooperation, GIZ and the European Union, who committed themselves to support ministry staff in the field of:

- Improvement of national budgeting processes and public finance management through coordinated support from UE, GIZ and France;
- Specific support to budgeting process (MTEF) and the sector M&E system of the ministries of agriculture (MINADER) and livestock/fisheries (MINEPIA) through a five year project of the French cooperation;
- Specific support to budgeting process (MTEF) and the sector M&E system of the ministries of forestry (MINFOF), environment (MINEDED) and planning (MINEPAT) through two projects of the German cooperation.

Completion of the CAADP process will be supported by the WB/SFC project throughout 2015.

LESOTHO



Initial situation – The CAADP process was stalled at the time CDPIP started to operate in Lesotho, with an existing draft Compact that had never been formally communicated nor approved by Government constituencies. A CAADP national country team was in place and a NFP was appointed. Government's ownership and leadership on the process was not sufficient to stir the process forward; likewise, understanding, participation and commitment by non-State actors to CAADP in general was also very low. There was no donor working group due to the fact that very few international partners were active in the sector. The Regional Economic Community (SADC) was not involved in the process. Access to data and evidence to underpin strategic investment choices was considered problematic.

Summary of project strategy – Building on earlier work on CAADP, the project focused initially on gathering necessary support to resuscitate the processes by deepening Government understanding and engagement. Led by a team of local consultants under direct supervision of FAO country office, a strongly participatory process was set up focusing on supporting non-State actor engagement, knowledge dissemination and awareness on the NAIP at multiple levels. Peer exchange and cross fertilization was also part of this strategy, directed at empowering the consultants to become subject matter experts and facilitators of NAIP formulation processes. The technical focus included results based management and costing. The project further supported the national university to identify ways in which it could become a more active investment stakeholder as provider of relevant evidence to public decision-makers and in teaching investment skills. A twinning agreement with

Botswana Agricultural College (BAC) was pursued but could not ultimately be concluded because BAC pulled out at the last minute because of internal capacity constraints. CDPIP maintained close collaboration with the FAO (TCP) project supporting the CAADP process, in particular the drafting of the Compact and NAIP, in the country.

Main achievements – The strategy above yielded the following achievements:

- Acquisition of new knowledge and skills – as highlighted by the SA report “Learning events helped participants understand what NAIPs are, how to do costing, how to mobilize common vision and collective energy to define agricultural agenda, and that development of solid investment plans can potentially gain external financial resources”;
- Increased cohesion and joint understanding of priorities between different stakeholders, for instance:
 - improved ability of Ministry of Agriculture to listen to farmers needs and incorporate those in their policies;
 - government departments such as agricultural research increasingly liaise with institutions of higher learning to do joint fund raising and do collaborative research to help agricultural research and development
 - Increased consideration of farmers by different government ministries especially during institutional policy changes and strategic planning.

Challenges and need for follow up

According to the satisfaction assessment, “some stakeholders don’t understand that they have to pledge their commitment not only by attendance or their institutional strategies but also by putting necessary resources to help the process”. In addition, ‘other role players especially those from different government ministries don’t understand their role in the process and want to leave all the responsibilities to Ministry of Agriculture and Food Security (MAFS). Another challenge is the short timeframe of some of the learning events and lack of formal follow up, which might also translate into lower probabilities that skills will be put to use in a systematic manner.

The Lesotho focal point and the country team would benefit from direct NEPAD technical support to complete the process (NAIP finalisation, evidence base analysis and modelling, organisation of the business meeting).

In addition, building on the positive relation now in place between the FAO representation in Maseru and the National University of Lesotho, further technical support would be required for the NUL to strengthen its role of adviser for the government in all matters concerning NAIP actualization and implementation.

TANZANIA



Initial Situation – Tanzania had developed and was implementing a sector wide development programme, the Agriculture Sector Development Programme (ASDP 2006-2013), which in its development had reflected many of the CAADP principles to promote more strategic and coordinated sector investments. It was anticipated that by 2008, all projects and programmes would be fully integrated into the ASDP framework and that DP support would be provided through basket-funding. However, the number of interventions that were inside the sector but outside the ASDP-

frame increased over the course of implementation, and the number of DPs in the basket decreased. As a coordinating framework, ASDP became less, rather than more important to the sector as a whole. In 2011, Tanzania approved a national agricultural investment plan, the Tanzania Agriculture and Food Security investment Plan (TAFSIP), which was not, however, linked to a clear implementation strategy. Further, a number of recent major development initiatives (such as the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) and Big-Results-Now (BRN) Initiative) focus on agricultural development but led by entities outside the main agricultural ministries. More clarification of the different roles of stakeholders (public, private, organisations, DPs, etc.) involved in the agricultural sector and their agreements on ways of future coordination of development activities in the sector was seen as a central issue that ASDP-2 should address.

Summary of project strategy – Government and development partners asked FAO to support a dialogue between key national players leading or contributing to the main agricultural development efforts as a first step towards such improved coordination. CDPIP supported a stakeholder dialogue to reach a shared understanding of key coordination issues in the agriculture sector, identify current bottlenecks to coordinate action and recommend ways towards a more coordinated implementation of agriculture development interventions. Following an in depth review of an extensive set of relevant reports and documents, support was provided in three distinct phases consisting of: (a) stakeholder consultations (individually and in focused group discussions); (b) a one-and-a-half day technical meeting with major stakeholders to discuss the different views and experiences and produce a common proposal for the way forward and (c) a wider stakeholder meeting in the framework of the Agriculture Sector Consultative Group (ASCG), chaired by the PS-Ministry of Agriculture, Food Security and Cooperatives, to get a buy-in on key recommended steps from decision-makers and a broader range of stakeholder representatives. The technical meeting included a facilitated assessment of i) the architecture of policies, plans and programmes, ii) sector budget and fund flows, iii) coordination and communication between actors, institutions and organisations, iv) Monitoring, learning and accountability – which together provide the context for coordinated action.

Main achievements - The findings of the stakeholder discussions technical meeting brought some clarifications on how the different programmes, projects and initiatives can be put in place and link-up to each other. Emphasis was also put on strictly differentiating between public and private sector mandates, focus ASDP 2 on the public sector role (providing an enabling environment) and linking ASDP 2 clearly to existing frameworks. Funding modalities can differ but stronger coordination is envisaged in other fields (eg. joint planning, implementation and M&E). The ASCG concurred with the findings and suggestions of the technical meeting.

Both the summary report of the technical meeting, and the detailed report on the dialogue process were included as key reference documents in the new ASDP2 formulation process initiated in mid-2014.

Challenges and need for follow up - CDPIP was a time bound input to an ongoing process. The findings and agreements reached through the consultation process fed directly into the joint decision by the sector working group led by the Ministry of Agriculture with Development Partners the sector coordination framework, in particular linked to the planned ASDP 2. Follow up is therefore already ongoing, including with FAOR support, and no specific further action is required.