



AU Business Plan to Implement The CAADP-Malabo Declaration

2022-2025



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FOREWORD

The African Union Commission (AUC) together with the African Union Development Agency (AUDA-NEPAD) undertook a process to review the first African Union (AU) Business Plan (BP) of 2017-2021 through a participatory process involving various stakeholders from the national, regional and continental levels.

A review of the achievements suggests that substantial progress has been made in the past 10 years towards the Malabo commitments and overall Comprehensive Africa Agriculture Development Programme (CAADP) Agenda, in the African Union Member States, although some challenges remain to be resolved. These findings chartered the way for the preparation of this second CAADP Business Plan (2022-2025)

The Business Plan (2022-2025) presents AU's desire to catalyze and accelerate broad based implementation support to countries and Regional Economic Communities (RECs) on the **Malabo Declaration (2014) on "Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods in Africa"**. The Plan is designed to provide tactical direction for the implementation and achievement of outcomes of the Malabo Declaration and in alignment with Agenda 2063 and the Sustainable Development Goals (SDGs). It defines key practical priorities, programmes, strategies and policies for implementation by AU Institutions Member States, Regional Economic Communities, and other stakeholders, including a renewed institutional arrangement in which all stakeholders can play an increased role in the implementation the second Business Plan.

The Business Plan identifies priority programmes and their components, aligned to the seven commitments as outlined in the Malabo Declaration of 2014. These include: (i) re-committing to the principles and values of the CAADP process; (ii) enhancing investment finance in agriculture; (iii) ending hunger in Africa by 2025; (iv) reducing poverty by half, by 2025; (v) boosting intra-African trade in agricultural commodities and services; (vi) enhancing resilience of livelihoods and production systems to climate variability and other related risks; and (vii) strengthening mutual accountability to actions and results.

Through this CAADP Business Plan (2022-2025), we are pleased and honoured to provide the strategic direction for the African Union as a continental entity, for the next four years. We trust that the relevant stakeholders will utilize the Business Plan to frame the institutional and member state priorities. In doing so, this will positively catalyse the achievement of the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods.

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ACRONYMS AND ABBREVIATIONS

ADFNS	Africa Day for Food and Nutrition Security
AfCFTA	Africa Continental Free Trade Area
AU	African Union
AUC	African Union Commission
AUDA	Africa Union Development Agency BP Business Plan
CAADP	Comprehensive Africa Agricultural Development Programme CET Common External Tariff
CMCF	CAADP-Malabo Catalytic Fund
CSOs	Civil Society Organization
DARBE	Department of Agriculture, Rural Economy and Blue Economy FNS Food and Nutrition Security
GDP	Gross Domestic Product
ICT	Information Communication Technology
MAPLE	Malabo Policy Learning Event
MDTF	Multi Donor Trust Fund
MRAs	Malabo Result Areas
NAIP	National Agriculture Investment Plan
NEPAD	New Partnership for Africa Development NSA Non-State Actors
NSOs	Non-State Organizations
PHL	Post-Harvest Loss
PP	Partnership Platform
PPP	Public, Private partnership
RAIP	Regional Investment Plan
RECs	Regional Economic Communities
RF	Result Framework
SDGs	Sustainable Development Goals
SMMEs	Small, Micro, Medium Enterprises STC Specialized Technical Committee
STI	Science Technology Innovation

EXECUTIVE SUMMARY

The AU-Business Plan (BP) represents AU's desire to catalyze and accelerate broad based implementation support to countries and RECs on the **Malabo Declaration (2014) on "Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods in Africa"**. It presents the key priorities and programme areas for the Africa Union's strategic thrust in championing and catalyzing necessary policies and actions at national and regional levels for Africa to attain the goals and targets set on Agriculture transformation – mainly in the Malabo Declaration and in alignment with Agenda 2063 and SDGs. It defines key practical priorities, programmes, strategies and policies for implementation by the AU institutions that "will make things happen". The focus is on implementation and results, as opposed to planning and processes. Beyond documenting the main lessons across level in implementing the CAADP and the role played by the AU institutions (AU-DARBE, AUDA-NEPAD, and RECs) during the last fifteen years, the present BP provides an overview of What CAADP/Malabo stands for and most precisely what are the policy it sets for the structural implications to be addressed. It further elaborates the AU's and its partners' institutions roles as the "Malabo Implementer", outlines revised delivery model able to match the challenges set by the Malabo goals and targets. It also provides a four-year roadmap (operational plan) and a recommended budget.

The BP identifies priority programmes (and their components) which are aligned to the seven main commitments outlined in the Malabo Declaration of 2014. This BP highlights five strategic drivers or key thematic priorities which have been identified as being important to guide the CAADP implementation towards accelerated agricultural transformation. These include the following areas:

1. Commercialization and modernization of smallholder agriculture by intensification of market linked production.
2. Addressing food and nutrition security within the context of agricultural food system development.
3. Within the context of AfCFTA, expanding and linking domestic markets to regional markets to ensure market stability and reduce dependence on global food markets.
4. Increase resilience through coping and adaptation measures including the promotion of risk mitigation and shock reduction measures especially those that improve the functioning of markets.
5. Improve the management of natural resources and permit increased participation of local communities, CSO and NSAs.

The BP aims to catalyze, and support prioritized and results focused actions at continental, regional and member states level, especially those that will help deliver on the CAADP Malabo Commitments with the support of other key actors.

The BP was developed through a rigorous consultation process with Member States, Regional Economics Communities (RECs), agriculture knowledge institutions, development partners, farmers' organizations, women and youth agriculture organizations, CAADP network of journalists, private sector organizations, agricultural financial institutions, AUC-DARBE and AUDA-NEPAD. These constituencies reviewed the previous Business Plan and provided input for the new BP, calling for a renewed institutional arrangement in which all stakeholders can play an increased role in the implementation the new BP.

AU BUSINESS PLAN TO IMPLEMENT THE CAADP-MALABO DECLARATION (2022-2025)

I. OBJECTIVE OF THE BUSINESS PLAN

The African Union Business Plan (2022-2025) for facilitating the accelerated transformation of African Agriculture is mainly designed to respond to the Malabo Declaration and the need to strengthen the delivery and implementation of the Comprehensive Africa Agriculture Development Program (CAADP) for impact, while taking into consideration, lessons, achievements and gaps observed since the framework was adopted in 2014. The primary aim of the AU Business Plan (BP) is to provide a clear, concise and agreed upon “framing document” or strategic framework for guiding implementation and delivery of commitments outlined in the CAADP-Malabo Declaration. This framework will align the actions of development partners, regional economics communities, national government and various other stakeholders and CAADP constituencies’ support with the priority results areas which will contribute to the achievement of the CAADP-Malabo commitments. It presents a consolidated and harmonized set of priority programme areas and strategies for championing and catalyzing required policies and programmes at the continental, regional and country levels for Africa to attain the goals and targets set for Agriculture transformation.

Specifically, this BP identifies priority programmes (which are aligned to the 7 main commitments (Malabo Result Areas / MRAs)) outlined by the Malabo Declaration (2014) on “Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods”. The focus is on implementation and results, as opposed to planning and processes. The BP was developed through a rigorous consultation¹ process with Member States, Regional Economics Communities (RECs), agriculture knowledge institutions, development partners, farmers’ organizations, women and youth agriculture organizations, CAADP network of journalists, private sector organizations, agricultural financial institutions, AUC-DARBE and AUDA-NEPAD. These constituencies reviewed the previous Business Plan and provided inputs for the new BP, calling for a renewed institutional arrangement in which all stakeholders can play an increased role in the implementation the new BP.

II. CAADP KEY LESSONS LEARNED

Consultation with various stakeholders and review of the achievements through the two first biennial reviews and the published literature on CAADP suggest that substantial progress has been made, although many challenges remain to be resolved. These last fifteen years of the CAADP-Malabo implementation have laid down the foundations for rigorous and strengthened planning (e.g. the National and Regional Agricultural Investment plans (NAIPs, RAIPs)), programming and policymaking, as well as accelerating investment in African agriculture. There is growing African ownership and leadership of CAADP and there is increased engagement by diverse stakeholders through enhanced accountability mechanisms. The following key lessons can help strengthen the new business plan:

- a. Although there existed a strong ownership by the various stakeholders of the CAADP process as well as the current business plan which ends in December 2021, there was not enough clarity on the roles that these stakeholders needed to play for the implementation. Hence, there is a strong call for more effective coordination (including strengthening of various platforms e.g., CAADP-Partnership Platform, Malabo Policy Learning Event (MAPLE), Permanent Secretaries (PS) of Agricultural retreat, Africa Day for Food and Nutrition Security (ADFNS), Specialized Technical Committee (STC) Agriculture and Environment) and support for effective implementation of the new business plan (2022-2025).
- b. The NAIPs/RAIPs are still the key vehicle towards achieving the Malabo Declaration targets, but the NAIPs can no longer be regarded as the only key vehicle for achieving these targets, depending as it does on other implementation frameworks to deliver.

¹The development of the current business plan has emerged after a wide consultation. Consultation with regional economics communities (July 23rd 2021), farmers’ organizations, non-states actors and civil society (August 17th 2021), CAADP network of journalists (August 31st 2021), consultation with the Development Partners Coordination Group (September 6th 2021), Agricultural Research institutions (September 21st 2021), AUDA-NEPAD (September 23rd 2021), AUC-DARBE (September 24th 2021), CAADP national focal points ((September 28th 2021), CAADP Advisory group (upcoming), National agribusiness and private sectors specialists (October 5th 2021), agricultural financing specialists (October 7th 2021) and Grow Africa (October 13th 2021)

- c. Change and transformation in agriculture must start from within the continent and its people and hence require effective capacity development. Evidence suggests that systemic capacities in areas to support the implementation of the CAADP agenda are lacking, within RECs, AUDA-NEPAD, AU-DARBE, national entities, NSAs and there is an urgent need for this to be addressed. Additionally, there is a need for a strongly driven alliance with youth, women, civil society, knowledge institutions, smallholders and farmers' organization, private sectors and agri-finance institutions and technical networks to support large scale implementation.
- d. From the Policy standpoint, Africa must upgrade its current food strategy to a food self-sufficiency strategy. Accordingly, food self-sufficiency strategies require nations and regions to design a combination of interlocking policies and strategies that include local production, storage, food reserves, and food quality as well as trade and this include a focus and promotion of strategic regional value chains. The continent is urbanizing rapidly, and its urban population is expected to reach 50% by 2035, including a growing middle class, with consequences in terms of increased demand from processed agri-food products and competitive value chain development and hence, an expanded private sector role.
- e. African countries need to strengthen leadership which will help ensure sound planning, implementation, and accountability, fostering a result - oriented focused culture.
- f. Given the large number of the sub-programmes in the previous BP that contributed to insufficient coordination and effective implementation, there is a need to develop a business plan that is simple and doable with a set of programmes that are limited in number. The BP should also create flexibility to address resilience beyond issues of climate change and to include emerging matters like food supply disruption associated with e.g. COVID19, fall armyworm infestation and climate-related events such as severe flooding and drought, etc.
- g. Other overall lessons include the creation of pooled funds² to support the CAADP agenda, the reviewing of the governance structure of CAADP, subsidiarity of roles, the need to focus on a narrow set of priorities, monitoring and evaluation and the institutional arrangements for effective coordination, implementation and follow up.
- h. Continue documenting lessons from the first two decades of implementation of CAADP (Maputo, Malabo) to inform the next decade of CAADP agenda (2026-2034) implementation.

III. CAADP KEY GUIDING PRINCIPLES

The work of AU-Entities identified in this second business plan is guided by five principles (which are also consistent with the CAADP and AUC Strategic Plan and principles:

- Respect and strengthen subsidiarity, especially in supporting member states who have the main responsibility to deliver on the Malabo commitments.
- Play a catalytic, complementary, and empowering role, working as a team, in line with support mandates.
- Emphasize a performance based and accountability orientation within the AU-entities that has built-in mechanisms for adaptability in the face of adverse events, shocks and risks (e.g., COVID-19, fall armyworm, locust infestation, drought, etc.) that could emerge during the implementation.
- Foster partnership and alliances with stakeholders, especially technical networks, knowledge institutions, farmers organizations, etc. within and outside the AU umbrella.
- Build on existing/ongoing initiatives and realign them in accordance with the results framework as needed (hence, the importance of mapping existing CAADP contributing agenda prior to the review and development of CAADP COMPACT, NAIPs and RAIPs.) and sustainability programmes such like the one being implemented by RECs.

²The Multi-donor trust fund was a successful endeavor. However, an evaluation of this pooled fund at the end of the MDTF suggested a revised architecture and institutional arrangements that meets the changing focus of CAADP (more on implementation rather than process). Learning from the MDTF, the CAADP-Malabo Catalytic Facility (CMCF) was supposed to help support the mobilization of funds beyond the public resources, a selected set of instruments in the resource mobilization strategy, including: (i) sector budget support; (ii) a funding pool for projects; (iii) Technical Assistance; (iv) PPP Support; and (v) Private sector leverage or commitment as a measure for private sector demand and sustainability beyond the fund's support.

IV. THE CAADP RESULT FRAMEWORK

The CAADP results framework is an integral part of country CAADP implementation. As such, implementing the Framework implies integrating its features and principles into CAADP implementation exercises and processes at all levels. The CAADP result framework combines a logical flow of three levels of results setting out the WHY (level 1), the WHAT (level 2) and the HOW (level 3). The level 1 (WHY) provides a summary of high-level socio-economic, and transformation changes that CAADP can contribute, both at national and regional levels, to such like i) wealth creation, ii) food and nutrition security, iii) economic opportunities, poverty eradication and shared prosperity and iv) resilience and sustainability. The level 2 of CAADP describes the desired results of agricultural performance in terms of production and productivity, competitiveness, regional integration as well as effectiveness and efficiency in all related production systems. The level 3 of the result framework highlights the combination of the various systemic capabilities needed to accelerate agricultural growth and broaden its impacts. It includes i) the effective and inclusive policy design and implementation process, ii) the accountable institutions including assessing implementation of policy commitments, iii) strengthened capacity for evidence based-planning, implementation and review, iv) improved multi-sectoral coordination, partnerships and mutual accountability in sectors related to agriculture, v) the increased public and private sector investment in agriculture and the vi) increased capacity to generate, analyze and use data, information, knowledge and innovations.

V. THE COMPONENTS OF THE 2022-2025 AU BUSINESS PLAN (WHY AND WHAT)

The business plan has the following seven priority interventions that are fully aligned to the seven CAADP commitments:

1. **Strengthening country and regional systems for CAADP:** This is a foundational programme needed for the other programmes to have a good chance of having their desired agricultural productivity, food security and development impacts. Its objectives are for member states and RECs to strengthen their capacities and systems for enhanced CAADP programme content, implementation, and strategic results. The programme will focus on **i) NAIPs and RAIPs Processes:** Reinforcing and supporting existing NAIPs and RAIPs processes at both national and regional levels including associated policy and regulatory frameworks and evidence-based and results focus planning and budgeting for the agricultural sector; **ii) Capacity Development:** Capacity development and strengthening of national planning systems and CAADP stakeholders' institutions; **iii) Coordination:** enhanced agricultural sector organizational and functional arrangements and accountability mechanisms; **iv) Partnerships:** Strengthen and use of partnerships and alliances, including farmer, youth and women organization's apex bodies, agribusiness and civil society..

This component of the programme will be deployed as follow:

- Provision of demand driven instruments and tools aimed at making things happen on the ground with special attention to i) development of various tools and mechanisms, ii) enhancing the various platforms for making the instruments available to countries as well as a training support programme to facilitate use at country and regional levels; iii) lobbying and advocating for development of specific legislation and legal instruments aimed at supporting agricultural investment
 - Continue to strengthen the NAIP/RAIP processes by i) continue to appraise NAIP/RAIP and facilitate alignment of NAIPs/RAIPS to National/Regional development plans; ii) with support from partners, continue to sustain advocacy effort to keep CAADP high on the agenda of the continent
 - Development of capacity strengthening of institutions and planning processes at country level through rolling out a structured capacity development programme targeted at countries and RECs as well as supporting stakeholder in the implementation of the CAADP Agenda.
2. **Expanding Public and Private Sector Investments** The target accomplishment for member states by the end of this BP are 1) improve policy framework which will stimulate increased domestic and foreign private sector investments; 2) allocate at least 10% of total government budget to the Agricultural Sector; 3) Support functional PPPs models and partnerships and alliances which will enable increased private sector investments. The programme content will include three components namely: **i) Policy:** Strengthened policy,

regulatory and financing framework for catalyzing private sector investments; **ii) Tools and Instruments:** a) Leverage instruments such like CAP-F³ to increase private sector engagement into agriculture; b) Strengthened public private partnership (PPPs) and dialogue and investment promotion levels and **iii) Quality of Investments:** Enhanced level and quality of agricultural public expenditures.

To contribute to Malabo target of enhancing investment finance, both public and private to agriculture resource mobilization to support agricultural transformation the following interventions will be supported:

- Through CAP-F (Grow Africa) or similar instruments and stakeholders, ensure effective coordination geared towards harmonized cross-sector commitments for public and private investments, policy change and mutual accountability.
- Appropriate and accessible financing services and insurance especially tailored for small-medium-Enterprises needs to be realigned to augment increased and strengthened capacities among frontline players in delivering on resilient, viable and inclusive food systems. Such financing and investments support will enable key players to get access to energy, technical skills and management training, communication capabilities including broadband as well as market development information and services such as intellectual property rights, product standards and packaging.
- Develop resource mobilization guidelines and tools to capacitate countries to mobilize resources from private sectors and other sources. This will include the promotion of smart policy instruments⁴ that leverage on fiscal policy and private sector engagement into the agriculture sector.
- Facilitate the development of innovative incentives / tools (including mobile banking)/facilities/mechanisms for facilitating of smallholder farmers and expand the range of available financial products and eligible customers in the food sector.
- Broker resources for specific interventions and programmes at country level using and set up guarantees lines to trigger lifting of bank resources towards agriculture by guiding the scaling up of good practices.

3. Increasing Agricultural Productivity and Strengthening Nutrition and Food Security: The main objective of this programme is to increase agricultural productivity and strengthen food and nutrition security through improvements in inputs, mechanization, and post-harvest management.

The role of the AU entities in support of this programme will be to help RECs and member States develop and drive policies that connects member states agricultural sectors in a such way as to allow for greater interaction, integration and efficient production and exchange of goods and services in line with the Malabo targets. The programme content will include: **i) Policy:** Domestication and internalization of Africa game changing solutions from outcomes of the U.N. Food Systems⁵ Summit; **ii) Strategy:** Develop an African strategy to transition to food self-sufficiency; **iii) Technologies:** increased uptake of high yielding crop varieties and animal breeds, while supporting agricultural research to develop climate smart technologies (including enhanced post-harvest management (PHM)) and embracing the benefits of biotechnology; **iv) Programmes** on: a) Expanded home Grown school feeding and nutrition; b) Strengthened food bio-fortification of commonly consumed foods, especially to improve household nutrition of low-income households; d) Strengthened social protection and safety nets and v) Knowledge: strengthened food and nutrition knowledge management and coordination.

To contribute to the Malabo targets of bringing down stunting to 10% and underweight to 5% by 2025 and ending Hunger in Africa by 2025 and facilitate inclusive public-private partnerships for at least five (5) priority agricultural commodity value chains Member states, with support of AU-institutions, will build upon existing food and nutrition security programmes and implement the following interventions:

- Develop guidelines / tools for development/alignment and implementation of food and nutrition security policies to take a multispectral/multi-stakeholder approach during 2022-2025.

³ CAP-F is the country agribusiness partnership platform developed by Grow Africa. CAP-F aims to reinforce the linkages between the agribusiness value chain players and the CAADP-based NAIP agenda in African countries.

⁴ Example of such instruments have been developed through a collaborative partnership between AUDA-NEPAD and FAO.

⁵ The agri-food system includes the generation and distribution of farming inputs and services, production at farm level, post-farm marketing, processing, packaging, distribution and retail and the policy and regulatory environment in which these activities take place. CAADP already encompasses all the components of the system approach.

- Roll out a programme for promoting production of Africa's five strategic food security crops during 2022-2025.
- Roll out a programme to promote both productivity and processing research for indigenous crops, live- stock and marine resources need marked investments and policy incentives during 2022-2025.
- Strengthen and consolidate continental, regional, and national Food and Nutrition Security (FNS) information sharing platforms during 2022-2025.
- Roll out a programme to promote production of those commodities that Africa is importing but can produce during 2022-2025.
- Support identification, information sharing and upscaling of production of highly innovative technologies and innovations which have not been widely implemented including mapping of best practices in unpopularized technologies and ways of doing things and creating platforms to share including exchange visits, workshops during 2022-2025.

4. Inclusive and Sustainable Agricultural Production and Accelerated Agricultural Growth. The objective of this programme is to promote intensified, inclusive, and sustainable agricultural production and growth and expanded and competitive private sector-driven agro-industrial development, which will contribute to CAADP transformation in full respect of targets and goals set by Malabo.

The programme interventions will include: **i) Policy:** strengthened policy, regulatory and financing framework for catalyzing private sector investments; **ii) Advisory Services:** technical advisory support to country systems and RECs (skill development and training, diffusion of innovation and technologies) including promotion of support services (e.g. institutional strengthening to e.g., cooperatives, enabling environment for rural infrastructure); **iii) Support access to inputs:** land governance and land restoration, seeds, fertilizers, extension services, irrigation; **iv) Enabling environment:** support for rural infrastructure development.

The programme is designed in the spirit of addressing the following Malabo targets of at least doubling productivity (focusing on inputs, irrigation, mechanization), reducing Postharvest Losses (PHL) at least by half, allocation of 10% of public expenditure to agriculture, halving poverty by the year 2025 and sustaining annual agricultural Gross Domestic Product (GDP) growth of at least 6%. CAADP Stakeholders will implement several activities structured around supporting commercialization of smallholder agriculture as follows:

- Facilitate the expansion of input distribution systems/mechanisms e.g. agro-dealer networks, warehouse receipt systems with programmes being developed in 2022 and roll out during 2023-2025.
- Capacitate countries through training and ongoing support in implementing "smart" subsidy policies during 2022-2023.
- Support RECs in developing, aligning and implementation of suitable trade policies on fertilizers through the RECs Trade Policy Support Project developed in 2022.
- Develop an instrument to support strengthening of rural farmers and agri-preneurial training systems at country level during 2022-2025.
- Facilitate sharing of best practices in mechanisms and technologies, including mapping of best practices in PHL, information and communication technologies (ICT) in agriculture, smallholder irrigation, mechanization, agro processing, and other technologies along value chains and creating platforms to share including exchange visits, workshops during 2022-2025.
- Roll out a rural infrastructure improvement campaign programme involving sensitization and lobbying for allocation of resources for rural infrastructure development during 2022-2025.
- Develop a special fund/facility to promote innovation to meet the needs of smallholder farmers, small and medium scale agribusinesses (SMEs), women and youth during 2022-2025.
- Roll out a programme to support the setting up of corridors for development projects (e.g. with GrowAfrica initiative) during 2022-2025.

5. Achieving Expanded and Competitive Intra-African Trade in Agriculture: The objective of this programme includes strengthened policy and trade regime harmonization including food and trade regulations, procedures and standards; food safety and compliance; expanded market-oriented infrastructure that is demand-driven with agricultural growth zones / corridors; and strengthened trade negotiation capacity. The

programme contents will include the implementation of: **i) Trade facilitation:** strengthened policy and trade regime harmonization; **ii) Standards and Norms:** enhanced food and trade standards, food safety and compliance; **iii) Access to markets:** expanded market-oriented infrastructure and promotion and expansion of agricultural growth zones/corridors; iv) Capacity: strengthened trade negotiation capacity.

To contribute to the Malabo targets of exploitation of regional complementarities and cooperation to boost growth, Triple intra-Africa trade in agricultural commodities as well as fast track continental free trade area & transition to a continental Common External Tariff scheme and strengthening capacities in international trade negotiations and partnership agreements the following interventions will be implemented:

- Support a mechanism to promote the domestic implementation of national and regional quality and trade standards during 2022-2025.
- Facilitate creation of platforms through development of specific tools / regulations and guidelines / standards that promote designing of mutually beneficial contractual relations between economic stakeholders by 2022.
- Facilitate sharing of experiences and best practices between countries and RECs at continental level on mutually beneficial contractual relations during 2022-2025.
- Support engagement and dialogue of different categories of actors along the value chains (professional bodies, cooperatives, chambers of agriculture) during 2022-2025
- Assist RECs to improve regional integration trade framework through measures that facilitate intra-regional trade (common market) and establishment of effective measures at regional borders and negotiations of trade agreements during 2022-2025
- Support capacity development of Africa region negotiators on agriculture trade related matters during 2022-2025.
- Provide support to RECs and countries in the transition to Africa Continental Free Trade Area (AfCFTA) and transition to a continental Common External Tariff (CET) scheme during 2022-2025. Special attention will be to strengthen local (national and trans-national) food markets which currently remains largely fragmented and informal. Therefore, policy and investment choices to incentivise development of widely accessible food markets is key success pillar. This will relate to purchasing capabilities in relation to decent incomes among the local populations as well as expansion in appropriate local food processing and value-adding enterprises with deliberate focus on Small-Medium Enterprises (SMEs), most of whom women and youth. The African Union's AfCFTA is critical instrument in this regard with food markets and trade a significant component in intra-regional trade and regional value chains

- 6. Enhance resilience to Climate Change and Improved Risk Management:** The objective of this programme is to strengthen agriculture sector and farm family resilience to shocks such as those associated with climate change and other acute diseases. The programme contents will include the following: **i) Advisory Services:** Supporting enabling policy frameworks including mainstreaming of climate change and risk management approaches into NAIPs and RAIPs; **ii) Capacity:** Developing stronger climate change negotiation capacity; **iii) Enabling Environment:** Improved Climate early warning and response systems; iv) Risk Management: Disaster risk reduction and management (specific focus on fall armyworm, locust infestation and disruption of supply chain caused e.g. COVID-19).

To contribute to the Malabo Declaration targets of ensuring that by 2025, at least 30% of farm / pastoral households are resilient to shocks, making at least 30% of farm, pastoral, and fisher households' livelihoods resilient to climate and weather-related risks, through this programme, stakeholders will implement a range of interventions to enhance resilience and risk management as follows:

- Develop tools and policy instruments and guidelines combined with soft and hard infrastructure for managing risks including those for developing risks profiles / risk management systems for each country during 2022-2025.
- Continue with the implementation of the integrated approach for mainstreaming and implementing agriculture and food insecurity risk management solutions in countries and regions through 2022-2025.
- Provide guidelines and tools / instruments for implementation of safety nets systems at local, national, and regional levels including strategic food reserves during 2022-2025

- Facilitate the exchange of best practices in risk management between RECs and support the development and upscaling of such measures and arrangements during 2022-2025.
 - Strengthening organizations specialized in managing food commodity value chains through rolling out a capacity development programme using RECs, knowledge institution and technical networks during 2022-2025.
- 7. Accountability, Reporting, Strategic Knowledge Management:** regular review process, using the biennial review process and the CAADP result framework will help track, monitor and report on progress as well as alignment, harmonization and coordination among multi-sectoral efforts and multi-institutional platforms for peer-review, learning as well as accountability. This review will also help the AU institution and their knowledge institutions build capacities for knowledge generation and management that support evidence-based planning, implementation, monitoring and evaluation. Specific activities will include:
- Setting up an M&E system to monitor the implementation of the new Business plan and link the M&E system to the biennial review process to ease the data reporting burden from the member states and RECs.
 - Continue to build capacity for harmonization of data systems, consolidated and systematization including training of M&E personal at country and RECs levels.

VI. THE DELIVERY MECHANISM OF THE BUSINESS PLAN (HOW)

The delivery mechanism should leverage on existing capacity, embrace multi-partner implementation arrangements and adapt and be linked to direct financing. It will include three interlinked components:

- **Creation/strengthening of internal teams:** there will be dedicated CAADP teams devoted to implementation of specific programmes and activities that will fall within the purview of this business plan. Those teams will include AUDA-NEPAD, AU-DARBE and RECs teams working on CAADP agenda, land restoration, management and policy, resilience, food security and nutrition, rural transformation, fisheries, aquaculture, livestock, climate smart agriculture and any other related programmes. When gaps in human resource exists, they should be filled. When needed, expertise from other existing AU programmes on youth, gender, natural resource management, capacity development, infrastructure and trade, science and technology could be leveraged to support the CAADP Agenda through the establishment of a robust internal coordination mechanism within AU-institutions to foster alignment.
- **Partnership:** AU-DARBE, AUDA-NEPAD and RECs, with their implementing partners have established a coordination mechanism and a platform. They should utilize that platform and jointly plan in delivering. Through the AU-reform, various Centers of excellence have been established through AUDA (climate change and resilience, food systems, science technologies and innovation etc..). there are existing CAADP technical networks and knowledge institutions as well as farmers and CSO institutions that are ready to support implementation. Concrete partnerships or synergies should be established among those institutions and their programmes on CAADP to either work as technical, financial partners, or for knowledge generation or for implementation of CAADP agenda.
- **Country level delivery:** At country level, the main entry point for delivery is the Central and Technical Ministries responsible for donor coordination and programme implementation respectively. To facilitate effective delivery at country level appropriate coordination platforms such as agriculture sector working groups will be strengthened and used and where they do not exist their creation will be encouraged.
- **CAADP Executive and Advisory Committees:** Develop an Advisory Committee to provide overall strategic and advisory support to the implementation of CAADP.
- **CAADP Ambassadors/Champions at all levels:** The CAADP Champion will advocate at relevant fora the CAADP agenda and priorities based on the endorsed current BP programs.

VII. WHAT IS AU-ENTITIES DELIVERING ON?

Based on each Malabo-CAADP Commitment, the business plan outlines seven corresponding programmes. Using a result framework and methodology, each programme is underpinned by a strong result chain with a clear and coherent objective, outcomes and supporting activities. The programmes and their objectives and outcomes will generate strategic and prioritized outputs, comprised of four main types of common products and services, which will be contextualized to support Member States, and various CAADP stakeholders' requirements to ensure effective implementation of CAADP Agenda. The focus of these outputs involves continental "public good" services and products that only AU entities (including RECs) can provide and exhibit a comparative advantage and capacity in providing to member states. These outputs include:

1. Strategic frameworks, tools, and good practices, drawing on relevant global and continental level experiences and good practices (generally priority 1, because it drives other key results).
2. Capacity development modules and their delivery to key stakeholders (generally priority 2 because it ensures sustainability).
3. Demand driven implementation assistance (generally priority 3, because it helps ensure tangible results at the country level).
4. Shared learning arising from the implementation experience at the three levels and which will be incorporated in the above three services (another continental public good)

The member states, with support of various stakeholders, will have the main responsibility for delivery of the CAADP-Malabo commitments and will be supported by the above four main types of services.

A central feature of the Business plan is the introduction/application of a programmatic approach and an innovative delivery model of the four types of services to be provided by the AU entities in a coordinated, complementary, and synergistic manner. This delivery model includes enhanced mechanisms for internal and external engagement and coordination, drawing on the expertise of the technical networks and technical partners to support member-state delivery of the CAADP-Malabo commitments. This delivery model also will be supported by enhanced mechanisms for internal and external engagement and coordination, drawing on the expertise of technical networks, knowledge institutions and various stakeholders including farmers organizations and civil societies to support member states delivery of the CAADP-Malabo Commitments. Additionally, also it will be supported by enhanced accountability mechanisms, as well as Monitoring and Evaluation and reporting system, including biennial reports to be submitted to AU Summit and used as management tool.

INDICATIVE RESOURCE REQUIREMENTS FOR THE BUSINESS PLAN

The estimated budget for the rolling out of the business plan is USD 55,000,000 (fifty million USD).

Label	Amount in USD
Supporting country systems and institutional capacities	10,000,000
Local and regional mapping, diagnostic and planning capacities	6,000,000
Programmatic Intervention to support <ul style="list-style-type: none"> • Supporting commercialization of smallholder farmer agriculture • Expanding intra-regional markets and trade • Enhancing resilience and risk management • Building on UN-Food Systems Summit Outcomes to enhance food security and nutrition 	25,000,000
Resource Mobilization for driving agricultural transformation	1,000,000
Strengthening partnership	2,000,000
Accountability (including M and E for this current BP) and reporting	3,000,000
Strategic Knowledge management	1,000,000
General operating expenses	7,000,000
Total	55,000,000

VIII. STRENGTHENING PARTNERSHIP

The business plan and its delivery model accord high priority to fostering complementarity strategic partnership at four levels – global, continental, regional, and country – supported by enhanced communications and dissemination of results. This strengthened partnership will build upon and strengthen partnership and coordination mechanisms with strategic partners including private sector, Pan-African Farmer's organization (PAFO) and its regional bodies, business forums, research, and academic institutions, CAADP-PP and parliamentarians. In that regard, the current business plan has made a strong case for the improvement of various platforms (CAADP Partnership Platform, Permanent Secretaries (PS) retreat, Malabo Agriculture Policy Learning Event (MAPLE), Africa Day on Food and Nutrition Security (ADFNS), Special Technical Committee (STC)) and advocated for recommendations from those platforms to inform the policy process particularly the STC.

IX. IMPLEMENTATION STRATEGY, ARRANGEMENTS AND MECHANISMS

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

X. STRATEGIC COMMUNICATION

The AU-CAADP team will invest in strengthened strategic communication strategy aimed at improving the flow of information within the AU-CAADP entities as well as between them and other participants in the CAADP-Malabo process. The communication strategy will make the program the partner of first choice for support and powerfully articulate the value expanded partnerships by deepening understanding of the agricultural transformation agenda.

XI. MAIN RISKS AND MITIGATION MEASURES

The risk management of the business plan involved a contextual assessment that provides the basis for identifying six priority risks and their mitigating actions, which are outlined in this BP. The six risks involve:

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

Finally, this BP aims to catalyze, and support prioritized and results focused actions at the continental, regional and member states level - especially those that will help deliver on the CAADP Malabo commitments with the support of all key actors.

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XIII. IMPLEMENTATION PLAN OF THE BUSINESS PLAN

Intervention Areas	Malabo Target to which interventions contribute	Overall Activities	Specific Activities	Target	Key Partners	
Strengthening country systems and institutional capacities	Recommitment to the key principles and values that define the CAADP process	Provision of instrument and tools	Develop and make available instruments and tools (.eg., BR tools kit, CAP-F, FAO-AUDA policy implementation tool, etc.) and training support programmes to regions and AU Member states	2022-2025	AUC-DARBE, AUDA-NE- PAD, FAO and RECs	
			lobbying and advocating for specific legislation and legal instruments aimed at supporting agricultural investment	2022-2024	AUC-DARBE, AUDA-NE- PAD, Pan-African Parliament,	
		Reinforcing and strengthening existing NAIP and RAIPs processes	Advocacy and planning targeting national economic planning, budgeting system, pan-African parliament, Permanent Secretaries at national levels, RECs and AU leadership, etc. ...	2022-2024	CAADP network of journalist, technical networks, farmers, youth and women organization, CSO, etc..	
			Roll out a capacity strengthening of institutions and planning processes at country and regions	2022-2025	Technical agencies, technical networks, knowledge institutions,	
Expanding public and private investments	Enhancing Investment Finance in Agriculture	Strengthened policy and regulatory and financing framework for catalyzing private sector investment	Through CAP-F (Grow-Africa) or similar instruments and stakeholders, ensure effective coordination geared towards harmonized cross-sector commitments for public and private investments	2022-2025	Technical agencies and programmes, Grow-Africa, FAO, IFAD, WFP	
			Develop tools and instruments	Develop appropriate and accessible financing services and insurance especially tailored for SMEs	2022-2024	Finance institutions, IFAD, FAO, WFP
				Develop resource mobilization guidelines and tools to capacitate countries to mobilize re- sources from private sectors and other sources	2022-2023	AUDA-NEPAD, AU-DARBE, agri-finance and agribusiness institutions, Banks

(AfDB, Afreximbank, etc.), IFAD, WFP, FAO

Facilitate the development of innovative incentives / tools (including mobile banking) / facilities / mechanisms for facilitating of smallholder farmers and expand the range of available financial products and eligible customers in the food sector

2022-2023

AU-DARBE, AUDA-NEPAD, agri-finance and agribusiness institutions, Banks (AfDB, Afreximbank, etc.), farmer organizations, CSO and youth and women organizations, IFAD, WFP, FAO

Intervention Areas	Malabo Target to which interventions contribute	Overall Activities	Specific Activities	Target	Key Partners
		Quality of Investments	Broker resources for specific interventions and programmes	2022-2025	Member states, private sector entities, Agribusiness private sector, Grow Africa, IFAD, ...
Increasing Agriculture Productivity and Strengthening Nutrition and Food Security	Ending Hunger in Africa by 2025	Domestication and internalization of Africa game changing solutions from outcomes of the U.N. Food Systems Summit	Develop guidelines / tools for development / alignment and implementation of food and nutrition security policies to take a multispectral / multi-stakeholder' approach	2022-2025	AUDA-NEPAD, AU-DARBE, , RECs, Member States
		Develop an African strategy to transition to food self-sufficiency	Roll out a programme for promoting production of Africa's five strategic food security crops	2022-2025	Member States, RECs, farmers, CSO, youth and women organizations, private sector institutions
		Increased uptake of high yielding crop varieties and animal breeds, while supporting agricultural research to develop climate smart technologies	Roll out a programme to promote both productivity and processing research for indigenous crops, livestock and marine resources need marked investments and policy incentives	2022-2025	Knowledge institutions, member states
			Expand home grown school feeding and nutrition, strengthened food biofortification of commonly consumed foods, especially to improve household nutrition of low-income households; strengthen social protection and safety nets	2022-2025	AUDA-NEPAD, WFP, FAO, IFAD
		Strengthen food and nutrition (FNS)	Strengthen and consolidate continental, regional and national FNS information sharing platforms during 2022-2025	2022-2025	AUDA-NEPAD, AU-DARBE, RECs

		knowledge management and coordination	Support identification, information sharing and upscaling of production of highly innovative technologies which have not been widely implemented including mapping of best practices in unpopularized technologies and ways of doing things and creating platforms to share including exchanges visits, workshops, etc...	2022-2025	AUDA-NEPAD, AU-DARBE, RECs
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Intervention Areas	Malabo Target to which interventions contribute	Overall Activities	Specific Activities	Target	Key Partners
Achieving Expanded And Competitive Intra-African Trade In Agriculture	Boosting Intra-African Trade in Agricultural commodities and services	Strengthen policy and trade regime harmonization	Provide support to RECs and countries in the transition to AfCFTA and transition to a continental Common External Tariff (CET)	2022-2025	AUDA-NEPAD, AU-DARBE, RECs, AfCFTA
		Enhance food and trade standards, food safety and compliance	Support a mechanism to promote the domestic implementation of national and regional quality and trade standards	2022-2025	AUDA-NEPAD, AU-DARBE, RECs, AfCFTA
		Expanded market-oriented infrastructure and promotion and expansion of agricultural growth zone/corridors	Assist RECs to improve regional integration trade framework through measures that facilitate intra-regional trade (common market) and establishment of effective measures at regional borders and negotiation of trade agreements	2022-2025	AUDA-NEPAD, AU-DARBE, RECs, AfCFTA
		Strengthened trade negotiation capacity	Facilitate creation of platforms through development of specific tools / regulations and guidelines / standards that promote designing of mutually beneficial contractual relations between economic stakeholders		AUDA-NEPAD, AU-DARBE, RECs, AfCFTA
		Strengthened trade negotiation capacity	Support engagement and dialogue of different categories of actors along the value chains professionals, cooperatives, chambers of agriculture	2022-2025	AUDA-NEPAD, AU-DARBE, RECs, AfCFTA
			Support capacity development of trade region negotiators on agriculture trade related matters	2022-2025	AUDA-NEPAD, AU-DARBE, RECs, AfCFTA
			Facilitate sharing of experiences and best practices countries and RECs at continental level on mutually beneficial contractual relations	2022-2025	AUDA-NEPAD, AU-DARBE, RECs, AfCFTA

Intervention Areas	Malabo Target to which interventions contribute	Overall Activities	Specific Activities	Target	Key Partners
Enhance Resilience to Climate Change and Improved Risk Management	Enhancing Resilience of Livelihoods and Production Systems to Climate Variability and other related risks	Supporting enabling policy frameworks including mainstreaming of climate change and risk management approaches into NAIPs and RAIPs	Develop tools and policy instruments and guidelines combined with soft and hard infra- structure for managing risks including those for developing risks profiles/ risks management systems for each country	2022-2025	AUDA-NEPAD, AU-DARBE, RECs, technical networks and knowledge institutions
			Continue with the implementation of the integrated approach for mainstreaming and implementing agriculture and food insecurity risk management solutions in countries and regions	2022-2025	AUDA-NEPAD, AU-DARBE, RECs and MS
		Improved climate early warning systems	Provide guidelines and tools/instruments for implementation of safety nets systems at local and regional levels including strategic food reserves during 2022-2025	2022-2025	AUDA-NEPAD, AU-DARBE, RECs, technical networks and knowledge institutions and partners (e.g. FAO)
		Disaster risk reduction	Facilitate the exchange of best practices in risk management between RECs and support the development and upscaling of such measures and arrangements	2022-2025	AUDA-NEPAD, AU-DARBE, RECs, technical networks and knowledge institutions and partners (e.g. FAO)
			Strengthen organizations specialized in managing food commodity value chains through rolling out a capacity development programme	2022-2025	AUDA-NEPAD, AU-DARBE RECs, knowledge institutions, technical networks
Accountability, Reporting, Strategic Knowledge Management	Mutual Accountability to Actions and Results	Regular review process, monitor and report on progress as well as alignment,	Setting up a monitoring and evaluation systems to monitor the implementation of the new business plan and link to the biennial review process to ease the data reporting burden from member states and RECs	2022-2023	AUDA-NEPAD, AU-DARBE RECs, knowledge institutions, technical networks

		harmonization and coordination among multi-sectoral efforts	Continue to build capacity for harmonization of data systems, consolidated and systematization including training of M and E personal at country and RECs levels	2022-2025	AUDA-NEPAD, AU-DARBE RECs, knowledge institutions, technical networks.
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