



The African Union



**Conference of West
And Central African
Ministers of Agriculture**



CAADP / PILLAR 2

Proposal for Framework Design and Private Sector Coordination

Mr. Baba Dioum

**The Conference of Ministers of Agriculture
of West and Central Africa (CMA/WCA)
Dakar, Senegal**

On Behalf of the AU/NEPAD

Dakar May 2007

Proposal for Framework Design and Private Sector Coordination

In Support of AU/NEPAD's CAADP Pillar 2

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Proposal for Framework Design and Private Sector Coordination

In Support of AU/NEPAD's CAADP Pillar 2

CAADP Pillar 2 Background

One of the main objectives of the New Partnership for Africa Development (NEPAD) is the acceleration of the eradication of poverty and inequality on the continent. To this end, the AU/NEPAD has initiated the Comprehensive Africa Agriculture Development Program (CAADP). CAADP's principal objective is to help African countries accelerate economic growth by promoting agricultural development, thereby reducing hunger, poverty and food insecurity and expanding exports. The CAADP rests on four pillars:

1. Extending the area under sustainable land management and reliable water control systems
2. Improving rural infrastructure and trade-related capacities for market access
3. Increasing food supply and reducing hunger
4. Agricultural research, technology dissemination and adoption

The implementation of Pillar 2 suggests the setting up of strategies to:

- Improve local infrastructure (transportation, storage, packaging and handling systems, retail facilities, information technology and overall supply chains) for better connections to markets by African farmers
- Improve transportation: road, rail, marine and air freight
- Improve competitiveness through sound trade policies at the national, regional and continental level
- Expand domestic and foreign direct investment in agriculture
- Strengthen capacity to participate in trade negotiations and meet markets access requirements for world trade (quality, grades and standards, etc)
- Strengthen capacities among the agribusiness community

The success of Pillar 2 implementation depends significantly upon active participation by the business community. It will prove equally important that initiatives, programs and projects to this end be well coordinated and harmonized, enabling the sharing of experience among countries and regions and providing guidance to public and private strategies for investment.

Mandate for Advancement of CAADP Pillar 2 Implementation

The Conference of Ministers of Agriculture of West and Central Africa (CMA/WCA) has been mandated by the AU/NEPAD to serve at a continent-wide level as coordinator of private sector interests support to CAADP Pillar 2. Inherent in this responsibility are the tasks of completing a highly participatory design of a Framework for Pillar 2 implementation and the facilitation of public-private collaboration towards articulating agribusiness needs and intentions for successful investment and operation in the region.

The CMA/WCA will proceed in fulfilling its AU/NEPAD mandate in line with the following already established CAADP implementation procedures:

- Elaboration of Operational Platforms at the continental, regional and country-level in order to

support the implementation of early actions, guide the preparation of future investment programs, and facilitate the alignment of development assistance with and around the CAADP agenda;

- Establishment of coordination and dialogue mechanisms at the continental level for the facilitation of mutual review and accountability of CAADP implementation;
- Preparation of Regional CAADP Compacts to improve policy and strategy planning and implementation processes, carry out priority investment programs, and coordinate current and future CAADP financing at the regional level;
- Preparation of Country CAADP Compacts to strengthen policy and strategy design and implementation practices, guide long term investment programs, and facilitate alignment and harmonization of development assistance in order to meet the CAADP growth and poverty reduction strategies;

Objectives of the Proposal

Under the leadership and direction of the Director General of the CMA/WCA, a team of specialized consultants will engage in outlining and building consensus around major challenges facing agribusiness development in Africa, identify key strategic options and entry points to addressing these challenges, including guidelines to establish the necessary partnerships and alliances to ensure successful implementation of Pillar 2 activities by RECs and their member countries. Active participation and input by African and global private sector leaders, leading farmer organizations and other professional associations, policy makers, and academic experts will be sought in order to draw from the wide range of experiences across sectors and stakeholder groups.

For the above purpose, CMA/WCA will carry out the following tasks:

- Identify and organize representative members of the public and private sectors to form an Expert Reference Group (ERG) to coordinate and steer the process of drafting the Pillar 2 Framework Document, as well as mobilize a wide range of private sector and farming community stakeholders to support Pillar 2 implementation;
- Coordinate public-private consultations around the continent culminating in the drafting of a CAADP Pillar 2 Framework ;
- Initiate collaboration among subsets of private-sector entities to articulate and co-invest in their common needs related to policy, standards, services, trade rules and other factors affecting the success of agribusiness in Africa.

Composition and Role of Expert Reference Group (ERG)

The ERG will be a small group composed of qualified technical experts and practitioners representing key stakeholder groups for the purpose of openly confronting, considering and debating a wide range of issues related to African agribusiness development. It will be responsible for setting out a long-term vision for the Pillar, delivering recommendations on early actions to be considered at the country and REC level, and steering in the drafting of the Framework Document (See Annex 1 for ERG membership).

In addition to the ERG, CMA/WCA will encourage stakeholder engagement via active communication and consistent analysis of key constraints and opportunities in African agribusiness. Critical stakeholders to be actively engaged in fulfillment of the above listed objectives will include:

- African private sector and their professional associations at national, regional and continental level
- International private sector with interest in African agribusiness
- African policy makers
- Regional Economic Communities (RECs) and administrative bodies at the continent level
- Bilateral and multilateral donor and development agencies
- Local, regional and global public and private financial institutions
- Local and international policy and business experts

Short-term Consultancies

A limited team of short-term consultants will be recruited to carry out the necessary analytical work to inform the deliberations by the ERG. The consultants will propose strategy elements and action plans to overcome the key technical, policy, institutional, infrastructure related barriers to boosting agribusiness development among African countries, including the identification of successful public-private sector partnership and business to business alliance models.

The following five short-term consultants will be recruited in the following fields:

- Regional and international trade
- Infrastructure and market access
- Supply chain development and financing
- Strengthening of farmer organizations and trade associations
- Benchmarking, monitoring and evaluation of Pillar 2 progress, as well as its specific contributions toward the overall CAADP objectives

Proposed Activities

As the designated coordinator CMA/WCA will implement the following activities leading to the drafting, review, validation, and adoption of the Pillar 2 Framework Document, the latter by the African Union:

1. Develop a work plan for organizing the ERG and drafting the Pillar 2 Framework document
2. Convene the ERG referred to above to advise on translation of the existing CAADP Pillar 2 vision into a robust Framework for decision making and action. In particular, it will:
 - a. Draft the terms of reference for the ERG
 - b. Identify and enlist ERG members
 - c. Facilitate and coordinate the work of the ERG
3. Conduct regional-level consultations among stakeholders to review and validate the Framework Document;
4. On the basis of input from ongoing from the consultation process, finalize the draft Framework for submission to AU/NEPAD for adoption;
5. Help initiate and coordinate a network of key stakeholders among members of African agribusiness community and their partners to facilitate future collective action under the Pillar.

Expected Deliverables

The primary results and products of this undertaking are:

1. A detailed work plan, terms of reference, and the recruitment of qualified experts to draft a satisfactory Framework Document for CAADP Pillar 2;
2. Identification and selection of ERG members and the establishment of rules and procedures for effective operation of the Group;
3. Effective participation by all key stakeholder groups in the design, review, and validation of the Framework Document;
4. Mobilization of leading African institutions at the continental and regional levels, as well as global agribusiness leaders and development partner agencies to engage with the drafting process;
5. Final Draft Framework Document specifying key long term challenges, strategy options, and partnerships and alliances to accelerate agribusiness development in Africa;
6. Creation and coordination of a broad and active African agribusiness network to facilitate review and dialogue processes as well as collective action to ensure successful implementation of the CAADP agenda under the Pillar.

Budget

The budget is being tied up. It will be submitted once the total amount needed is finalized and the potential donors identified.

DRAFT WORK PLAN

STEP 1 : PREPARATORY WORK

APRIL 2007

- 1.1. Appointment of the Agribusiness and Trade Advisor
- 1.2. Preparation of Draft Budget
- 1.3. Draft TOR for five short term advisors to assist in the following capacities
 - Regional and International Trade
 - Infrastructure and Market Access
 - Supply Chain Development and Financing
 - Strengthening of Farmer Organizations and Trade Associations
 - Benchmarking Pillar 2 Progress and Contribution toward CAADP Objectives
- 1.4. Identification of candidate ERG members
- 1.5. Progress report 1 on inception phase

STEP 2: FIRST DRAFT OF FRAMEWORK DOCUMENT

May to end of August 2007

- 2.1. Consultation missions to
 - 2.1.1. AUC
 - 2.1.2. ECCAS
 - 2.1.3. ECOWAS
 - 2.1.4. COMESA
 - 2.1.5. SADC
- 2.2. Recruitment of short-term consultants
- 2.3. Technical ERG meetings and validation steps
 - 2.3.1. First meeting : **Outcome** : Framework outline May
 - 2.3.2. Second meeting **Outcome** : **DRAFT 0** of Framework July
 - ➡ **Review of DRAFT 0 at AU/NEPAD meeting: End of July**
 - 2.3.3. Third meeting **Outcome** : DRAFT 1 August
 - ➡ **Review of DRAFT 1 at CAADP PP meeting September**
- 2.4. Progress report 2 and DRAFT 1 of Framework Document



OUTCOME: FRAMEWORK DRAFT 1

STEP 3 : FINALIZATION OF DRAFT FRAMEWORK

September to November 07

- 2.5. Broader circulation of Draft 1 for comments
- 2.6. Revision of Draft 1 and Preparation of Draft 2
- 2.7. Review meetings for Draft 2
 - 2.7.1. Stakeholders meetings (ECOWAS, ECCAS regions),
 - 2.7.2. Stakeholders meetings (COMESA, SADC regions)
- 2.8. Progress report 3 and Final Draft Framework Document



OUTCOME STEP 3: FINAL DRAFT FRAMEWORK DOCUMENT

STEP 4 : ADOPTION AND DISSEMINATION OF FRAMEWORK

Dec. 07 to Mar 08

Finalisation of Pillar 2 Framework

- 3.1. Circulation of Final Draft to African organizations, development agencies, and business partners December 2008
- 3.2. Submission of Final Draft Framework to AUC/NEPAD January 2008
- 3.3. Adoption of Final Draft at AU Summit March 2008
- 3.4. Finalization of Framework Document April 2008
- 3.5. Submission to and dissemination by AUC of Pillar 2 Framework May 2008
- 3.6. Progress report 3 and Final Draft Framework Document May 2008



OUTCOME STEP 4 : ADOPTED CAADP PILLAR 2 FRAMEWORK

ANNEX 1 : POTENTIAL MEMBERS, CAADP PILLAR 2 EXPERT REFERENCE GROUP

	<u>Last Name</u>	<u>First Name</u>	<u>Title</u>	<u>Product or sector</u>	<u>Organization</u>	<u>Country</u>	<u>Contacts</u>
<u>Private</u>							
1.	Fall	Babacar	Rice Producer	Rice		Senegal (Ross Bethjo)	Tel : 221 635 54 36 BP 5245 Dakar Fann asedikhfal@hotmail.com
2.	Gondwe	Rev. David	Director		South African Farm Management	South Africa	<u>Tel</u> 015 307 6559 <u>Fax</u> 015 307 6559 degondwe@yahoo.com
3.	Billon	Jean Louis	Chairman	Cocoa	SIFCOM Agro-industry Firm	Cote d'Ivoire	<u>Tel</u> 225 20 33 16 00 <u>Fax</u> : 225 20 32 39 42/ adminstrateur@chamco-ci.org
4.	TBD			Horticulture	Major exporter	Ghana our Kenya or South Africa	
5.	TBD			Agribusiness	Major exporter	South Africa	
<u>African Farmer Associations</u>							
6.	Maikut	Chebet		Farmers Federation	EAFF Eastern Africa Farmers Federation	East Africa	chmaikut@yahoo.com
7.	Vashee	Ajay	President	Agricultural Unions	SACAU Southern African Confederation of Agricultural Unions	Southern Africa	vashee@zamnet.zm
8.	Fall	Ndiogou		des Organisations Paysannes et des Producteurs Agricoles	Réseau des Organisations Paysannes et des Producteurs Agricoles de l'Afrique de l'Ouest (ROPPA)	Ouest Arica	fongs@sento.sn
9.	Mme TALL		Présidente	All agro products Fresh and processed	AAFEX Association Afrique Agro- Export Groupement d'entreprises	Bénin, Burkina Faso, Cameroun, Côte d'Ivoire, Comores, Gabon, Gambie, Ghana,	Sotrac Mermoz - Lot 90 - 4ème étage Tel: +221 860 42 68 Fax: +221 860 42 68 E-mail : info@aafex.com

	<u>Last Name</u>	<u>First Name</u>	<u>Title</u>	<u>Product or sector</u>	<u>Organization</u>	<u>Country</u>	<u>Contacts</u>
					africaines exportatrices de produits alimentaires	Guinée-Conakry, Madagascar, Malawi, Mali, Niger, Ouganda, Sénégal	Site web : www.aafex.com
10.				Cotton			
11.	COSTA	Carlos	Member	Cashew	ACA African Cashew Alliance	All Africa	http://www.africancashewalliance.com 4th Street, Kuku Hill, Osu c/o USAID P.O. Box 1630 Accra, Ghana Tel: 233 21 773 393/233 21 782 233 Fax: 233 21 782 231/233 21 781 608
12.				Café	Inter-African Coffee organization (IACO)	All Africa	BP V 210 Abidjan Tel : 225 20 22 98 25 Fax : 225 20 21 62 12 oiac-iaco@avisoci
13.	RIBOUX	Rolland	Chairman	Oléagineux	AIFO-UEMOA Association des Industriels de la filière Oléagineuse de l'UEMOA	Bénin, Burkina Faso, Côte d'Ivoire, mali Togo, Sénégal	http://www.aifo-uemoa.org/cad_pre.htm Tel : 228 318308 Fax : 228 318309 info@aifo-uemoa.org aifo@intnet.bj
14.			Chairman		East Africa Grains Council		
15.							
<u>Agriculture inputs</u>							
16.	TBD			Seeds	AFSTA African Seed Trade Association	All Africa	BP 45.028 DAKAR FANN – SENEGAL 272 7861 E-mail : afsfa@afsta.org Site Web : www.afsta.org

	<u>Last Name</u>	<u>First Name</u>	<u>Title</u>	<u>Product or sector</u>	<u>Organization</u>	<u>Country</u>	<u>Contacts</u>
<u>African Business Associations</u>							
17.	TBD			Leading business organisations - both inside and outside Africa	NEPAD Business Group	All Africa	www.nepadbusinessgroup.net atukur@nepadbusinessgroup.net
18.	TBD				Southern Africa Business Roundtable		
<u>Trade Policy Experts and Trade Association Representatives</u>							
19.	DOYER	Tobias	Lecturer	Supply chain Management	University of Pretoria, South Africa	South Africa	SALU, Building, c/o Andries and Schoeman str. Pretoria Phone: (+27 12) 322 7181 Fax: (+27 12) 320 0787 E-Mail: tduoy@icon.co.za
20.	Njukia	Stephen	Commodity Marketing Specialist	Regional Trade Program	Regional Agriculture Trade Expansion Support (RATES) program	East and Southern Africa	PO Box 1325, Nairobi 00606 Tel: +254 20 421200 Fax: +254 20 4212271 snjukia@ratescenter.org
21.	Reardon	Thomas	Professor	International Development and Agribusiness/Food Industry	Michigan State University	Michigan USA	Phone: 517 355-1521 FAX: 517 432-1800 Email: reardon@msu.edu Office: 211D Agriculture Hall
22.	Njinkeu	Dominique	Expert Economist And Negotiation Executive Director	Negotiation/ Advocacy	ILEAP	Canada	Tel : 141 69 46 57 96 Fax : 141 946 07 97 Dominique.njinkeu@ileap-jeicq.org
23.	Sylla	Khalilou	Expert	Agricultural policy and InternTrade	CMAOC	Ouest and Central Africa	Tel : 221 869 11 90 kalsylla@cmaoc.org
24.	TDB		Head of Trade Division	Trade	IFPRI		

	<u>Last Name</u>	<u>First Name</u>	<u>Title</u>	<u>Product or sector</u>	<u>Organization</u>	<u>Country</u>	<u>Contacts</u>
25.	Name?		Director Trade and Markets Division	Trade and Markets	FAO		
26.	Nyoro	James	Agricultural Economist	Agricultural Economist	Tegemeo Institute of Agricultural Policy and Development, Egerton University	Kenya	jnyoro2000@yahoo.com
<u>International Private Sector and Trade Associations</u>							
27.	Osakwe	Patrick	Chief,	Financing Development	UNECA	Ethiopia	Tel : 251-11-5443409 Fax : 251-11-5513038 posakweuneca.org
28.	Cacho	Joyce	Director,	Agribusiness Initiatives	Corporate Council on Africa (CCA)	USA	Tel : +1 202 835 1115 jcacho@africacncl.org
29.	Torres-Rahman	Zahid	Director		Business Action for Africa (BAA)	UK	Tel : +44 (0)77 6461 4642 zahid@businessactionforafrica.org
30.	TBD				Africa Enterprise Challenge Fund (AECF)		www.dfid.gov.uk/news/files/aecf-pcn.pdf
31.	TBD				Investment Climate Facility for Africa		Tel : + 27 11 486 07 97 Fax : + 27 11 486 08 10 chris@investmentclimatefacility.org www.investmentclimatefacility.org
32.	Mars, Inc				McLean, Virginia		
	<u>RECs</u>						
33.	Muyunda	Chris	Economic Growth Deputy	Team Leader & Agriculture Economist	COMESA	Zambia	Tel : 260 97885582/ 260 1 229 726 Fax : 260 1201 754 cmuyunda@comesa.int
34.	Beassem	Joel	Coordinator		ECCAS	Gabon	Tel : 241 444731/ M: 00241

	<u>Last Name</u>	<u>First Name</u>	<u>Title</u>	<u>Product or sector</u>	<u>Organization</u>	<u>Country</u>	<u>Contacts</u>
			PRSAE				982794 Fax : 241 444 732 Joel_beassem@yahoo.fr Cecac.org@inet.ga
35.	Eklu	Daniel	Director:	Agriculture Rural Development & Environment	ECOWAS	Nigeria	Tel : 09 234 9 314 7647 Fax : 09 234 9 314 7646/3005 Daneklu@yahoo.fr
SHORT TERM EXPERTS							
36.	TBD			Supply chain and Finance			
37.	TBD			Market Access and Infrastructure			
38.	TBD			Farmers and Trade organization strengthening			
39.	TBD			International and regional Trade			
40.	TBD			Benchmarking Pillar 2 progress			

ANNEX 2 : REGIONAL AND INTERNATIONAL TRADE CONSULTANT TOR

NEPAD/CAADP Pillar II Framework Design Consultant Terms of Reference for an Expert in International and Regional Trade

Title: International and Regional Trade Advisor
Supervision: Mr. Baba Dioum, Coordinator General of the Conference of Ministers of Agriculture of West and Central Africa (CMA/WCA)
Location: Dakar
Term: XXXXXXXXXXXX – XXXXXXXXXXXX

I. Context and Background

The CAADP was established by the African Union's New Partnership for Africa's Development (AU/NEPAD) and has been endorsed by the African Heads of State and Government as a vision for the acceleration of agricultural growth, food security, and rural development in Africa. The NEPAD vision for Africa holds that, by 2015, Africa should meet the following goals:

1. Attain food security,
2. Improve agricultural productivity to attain a 6% annual growth rate,
3. Develop dynamic regional and sub-regional agricultural markets,
4. Integrate farmers into a market economy, and
5. Achieve more equitable distribution of wealth.

To reach these goals, CAADP directs planning and investment into four mutually reinforcing "Pillars": (I) extending the area under sustainable land management and reliable water control systems; (II) improving rural infrastructure and trade-related capacities for improved market access; (III) increasing food supply and reducing hunger; and (IV) agricultural research, technology dissemination and adoption. Well-designed frameworks to guide policy planning, implementation, investment programming, capacity building, and development assistance to the sector are needed to support work under the individual pillars and ensure that the above objectives and targets are met by African countries. In addition to clarifying performance milestones and progress benchmarks, the framework documents under each pillar helps provides the necessary technical and institutional input and support to the following key components of the implementation process:

1. *Regional CAADP Compacts.* In all major regions, Regional Economic Committees (RECs) are working with national governments, the private sector, farmer organizations, and development partners, to elaborate priority investment programs, policy dialogue and learning mechanisms, and capacity building plans to guide and coordinate current and future CAADP financing for regional programs.
2. *Country CAADP Compacts.* Individual countries are take stock of their efforts towards achieving the CAADP growth and poverty targets, identify the best sources and options to accelerate agricultural sector growth and reduce poverty, and elaborate required sector policy, budgetary, investment, and development assistance measures, as well the partnerships and alliances that are necessary to meet these targets.

3. *Operational Platforms.* They are established at the continental, regional and country-level to support the implementation of early action programs and achieve alignment of ongoing development efforts and the related assistance with the CAADP agenda.
4. *Policy Review and Dialogue Mechanisms.* Mechanisms are established at the continental, regional, and country levels to facilitate constructive and inclusive dialogue as well as mutual learning to improve policy processes and outcomes as part of the agenda.

II. Purpose of Consultancy

Less developed countries and the multilateral system alike would benefit significantly from efforts to build capacity for more effective participation in trade dialog among African countries and regional bodies. This is necessary to allow African countries to boldly and constructively participate in global policy discussions. Otherwise, they risk being increasingly isolated from mainstream trade talks. Agricultural trade at both regional and global levels is of particular strategic importance in Africa because of its key role in driving economic growth and reducing poverty. Additionally, improved regional integration with systems and infrastructure for trade within Africa would present the significant advantages of increased economies of scale and improved participation in bilateral and multilateral policy discussions.

The International and Regional Trade Expert will provide support to the Coordinator General of the Conference of Ministers of Agriculture for West and Central Africa (CMA/WCA), who has been requested by the AUC and the NEPAD Secretariat to lead the development of a Framework for advancing Pillar 2 of the Comprehensive Africa Agricultural Development Program (CAADP).

His/her primary duty is to assist the Coordinator General in leading a team of consultants and organizing consultations to:

- (i) Identify major strategic and policy issues which must be addressed to boost agribusiness development, raise competitiveness of agricultural exports on domestic and regional markets, and strengthen the capacities of African countries to participate in international trade discussions;
- (ii) Establish an Expert Reference Group to guide and advise on the analytical work, consultations, and other activities to successfully prepare a Framework Document for Pillar 2;
- (iii) identifying early actions on the basis of focus group feedback to be recommended for implementation at a continental level to bolster agribusiness development, increase the competitiveness and diversification of Africa's exports, and facilitate countries, participation in international trade and trade-related policy discussions;
- (iv) mobilize African leaders, main stakeholder groups, and global agribusiness and development partners to consult on and adopt the Framework Document.

III. Scope of Work

In addition to the above coordination tasks, the international and regional trade expert will:

1. Work with a subset of the Expert Reference Group to identify and debate priority domestic,

regional and international trade issues facing Africa's agricultural sector;

2. Identify and complete research and analytical work as well as institutional set ups that are required for effective preparation and participation of African countries in international and regional trade discussions;
3. Identify stakeholders' needs related to trade policy capacity building and other requirements to facilitate effective and inclusive trade policy debates;
4. Produce background paper articulating Africa's current situation in international and regional trade, recommended improvements, and steps needed at the country and regional levels to effect changes for progress under CAADP Pillar 2.

IV. Main Tasks

- Identify major challenges and opportunities with respect to the trade of African agricultural products in domestic, regional, continental and markets.
 - Determine how countries and regions can take stock of their respective issues, challenges, setbacks and opportunities
 - Recommend processes for designing plans and investments to improve upon the status quo
 - Propose necessary interventions to meet above challenges
- Review existing public-private, partnership (PPP) and business-to-business models for agribusiness and trade development
- Outline generic strategic plan in logframe format showing :
 - recommended short and long term actions
 - related expected outputs and outcomes
 - expected role of public and private sector farmers organizations
- Recommend early actions at a continental level which could help RECs and countries internalize and advance CAADP Pillar 2.
- Outline performance measures and milestones for recommended use by countries and regions.

V. Timeline and Outputs

The consultant shall perform the above tasks in accordance with the following schedule.

- Attend a brainstorming meeting to be organized in Dakar on XXXXXXXXXX
- Submit a first report to be circulated among stakeholders no later than XXXXXXXX
- Attend a second meeting to be organized in Dakar on XXXXXXXXXX
- Submit a second report no later than XXXX
- Attend a third and final meeting to be organized in Dakar on XXXXXXXXXX
- Submit the final report no later than XXXX

VI. Supervision

Mr. Baba Dioum, Coordinator General of the Conference of Ministers of Agriculture of West and Central Africa, shall provide technical and administrative supervision for this assignment. The consultant shall provide ongoing written and verbal reports to Mr. Dioum every seven (7) days.

ANNEX 3 : INFRASTRUCTURE AND MARKET ACCESS CONSULTANT TOR

NEPAD/CAADP Pillar II Framework Design Consultant Terms of Reference for an Expert in Infrastructure and Market Access

Title: Market Access and Infrastructure Improvement Advisor
Supervision: Mr. Baba Dioum, Coordinator General of the Conference of Ministers of Agriculture of West and Central Africa (CMA/WCA)
Location: Dakar
Term: XXXXXXXXXXXX – XXXXXXXXXXXX

I. Purpose

The Market access and Infrastructure improvement Expert will provide support the Coordinator General of the Conference of Ministers of Agriculture for West and Central Africa (CMA/WCA), who has been request by the NEPAD Secretariat to lead the development of a framework for advancing Pillar 2 of the Comprehensive Africa Agricultural Development Program (CAADP).

His/her primary duties will include the identification of the strategies and actions

- (i) to help overcome institutional, infrastructural and technical barriers to greater access to domestic, regional and continental markets and
- (ii) to ensure the proper involvement of the private section in the improvement of physical and commercial infrastructures.

II. Context and Background

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To reach these goals, CAADP directs planning and investment into four mutually reinforcing “Pillars”: (I) extending the area under sustainable land management and reliable water control systems; (II) improving rural infrastructure and trade-related capacities for improved market access; (III) increasing food supply and reducing hunger; and (IV) agricultural research, technology dissemination and adoption. Well-designed frameworks to guide policy planning, implementation, investment programming, capacity building, and development assistance to the sector are needed to support work under the individual pillars and ensure that the above objectives and targets are met by African

countries. In addition to clarifying performance milestones and progress benchmarks, the framework documents under each pillar helps provides the necessary technical and institutional input and support to the following key components of the implementation process:

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3. *Operational Platforms.* They are established at the continental, regional and country-level to support the implementation of early action programs and achieve alignment of ongoing development efforts and the related assistance with the CAADP agenda.
4. *Policy Review and Dialogue Mechanisms.* Mechanisms are established at the continental, regional, and country levels to facilitate constructive and inclusive dialogue as well as mutual learning to improve policy processes and outcomes as part of the agenda.

III. Scope of Work

The market access and infrastructure expert will identify strategic elements that would guide the appropriate program under CAADP agendas including at least the following:

- 1) successful models of PPP and Business to Business alliances to facilitates the development of commercial and public infrastructure to support market development
- 2) establishment of public-private trade implementation partnerships
 - a. to strengthen the legal and institutional framework and harmonize quality laws, standards, regulations and policies
 - b. to strengthen certification agencies, facilitate accreditation, and raise enforcement capacities among countries
 - c. to make regular monitoring of standards and regulations in developed markets and disseminated these in formations to the various concerned interest groups
- 3) Capacity building program in the area of negotiations notably a permanent mechanisms for the support and coordination of African negotiation strategies
- 4) Recommendation of a regional policy monitoring system and a regional trade information system to facilitate the collection, analysis and dissemination of information on domestic, and regional trade flow, early warning system on changes in regulations and standards in developed markets in priority sectors for which action must be taken well rapidly.
- 5) Design a joint venture Fair to be piloted to promote business alliances between Africa and Foreign businesses

- 6) Infrastructures : Recommendation of strategies for :
 - a. Providing adequate and efficient transport infrastructure and services (including the mapping of dry ports and related services needed to serve both landlocked countries as well as areas of coastal countries)
 - b. Identifying Public-Private Partnerships (PPP) best practice models and technical and engineering capacity building for construction and maintenance.

IV. Main Tasks

- Identify major challenges in respect to infrastructure and market access for agricultural products in domestic, regional and continental markets
- Review existing Public, Private, Partnership (PPP) and Business to business models
- Identify success factors in the areas
- Propose necessary interventions to meet above challenges
- Outline generic strategic plan in logframe format showing :
 - recommended short and long term actions
 - related expected outputs and outcomes
 - expected role of public and private sector farmers organizations
- Outline performance measures and milestones for recommended use by countries and regions.

V. Timeline and Outputs

The consultant shall perform the above tasks in accordance with the following schedule.

- Attend a brainstorming meeting to be organized in Dakar on XXXXXXXXXX
- Submit a first report to be circulated among stakeholders no later than XXXXXXXX
- Attend a second meeting to be organized in Dakar on XXXXXXXXXX
- Submit a second report no later than XXXX
- Attend a third and final meeting to be organized in Dakar on XXXXXXXXXX
- Submit the final report no later than XXXX

VI. Supervision

Mr. Baba Dioum, Coordinator General of the Conference of Ministers of Agriculture of West and Central Africa, shall provide technical and administrative supervision for this assignment.

The consultant shall provide ongoing written and verbal reports to Mr. Dioum every seven (7) days.

ANNEX 4 : SUPPLY CHAIN DEVELOPMENT AND FINANCING CONSULTANT TOR

NEPAD/CAADP Pillar II Framework Design Consultant Terms of Reference for an Expert in Supply Chain Development and Financing

Title: Supply Chain Development and Financing Advisor
Supervision: Mr. Baba Dioum, Coordinator General of the Conference of Ministers of Agriculture of West and Central Africa (CMA/WCA)
Location: Dakar
Term: XXXXXXXXXXXX – XXXXXXXXXXXX

I. Purpose

The Supply Chain Advisor will provide support the Coordinator General of the Conference of Ministers of Agriculture for West and Central Africa (CMA/WCA), who has been request by the NEPAD Secretariat to lead the development of a framework for advancing Pillar 2 of the Comprehensive Africa Agricultural Development Program (CAADP). His/her primary duties will include :

- (1) identifying the cross-functional and multi-disciplinary nature of supply chain management in the context of Africa Agribusiness
- (2) recommending a plan of actions witch will includes early actions to implement

II. Context and Background

The CAADP was established by the African Union’s New Partnership for Africa’s Development (AU/NEPAD) and has been endorsed by the African Heads of State and Government as a vision for the acceleration of agricultural growth, food security, and rural development in Africa. The NEPAD vision for Africa holds that, by 2015, Africa should meet the following goals:

1. Attain food security,
2. Improve agricultural productivity to attain a 6% annual growth rate,
3. Develop dynamic regional and sub-regional agricultural markets,
4. Integrate farmers into a market economy, and
5. Achieve more equitable distribution of wealth.

To reach these goals, CAADP directs planning and investment into four mutually reinforcing “Pillars”: (I) extending the area under sustainable land management and reliable water control systems; (II) improving rural infrastructure and trade-related capacities for improved market access; (III) increasing food supply and reducing hunger; and (IV) agricultural research, technology dissemination and adoption. Well-designed frameworks to guide policy planning, implementation, investment programming, capacity building, and development assistance to the sector are needed to support work under the individual pillars and ensure that the above objectives and targets are met by African countries. In addition to clarifying performance milestones and progress benchmarks, the framework documents under each pillar helps provides the necessary technical and institutional input and support to the following key components of the implementation process:

1. *Regional CAADP Compacts.* In all major regions, Regional Economic Committees (RECs) are working with national governments, the private sector, farmer organizations, and development partners, to elaborate priority investment programs, policy dialogue and learning mechanisms, and capacity building plans to guide and coordinate current and future CAADP financing for regional programs.
2. *Country CAADP Compacts.* Individual countries are take stock of their efforts towards achieving the CAADP growth and poverty targets, identify the best sources and options to accelerate agricultural sector growth and reduce poverty, and elaborate required sector policy, budgetary, investment, and development assistance measures, as well the partnerships and alliances that are necessary to meet these targets.
3. *Operational Platforms.* They are established at the continental, regional and country-level to support the implementation of early action programs and achieve alignment of ongoing development efforts and the related assistance with the CAADP agenda.
4. *Policy Review and Dialogue Mechanisms.* Mechanisms are established at the continental, regional, and country levels to facilitate constructive and inclusive dialogue as well as mutual learning to improve policy processes and outcomes as part of the agenda.

III. Scope of Work

Supply chain excellence brings lower unit costs, higher capital productivity, increased customer retention and better end-to-end value for customers.

The supply chain expert will identify and recommend strategy elements in the following areas, which will allow Africa countries to achieve the above objectives:

1. Successful removal of institutional, technical and policy related barriers to facilitate greater efficiency of rapidly expanding regional and domestic urban markets, including the remerging supermarket distribution channels
2. Business to Business alliances to lower cost of doing business and upgrade skills and thereby successfully link African Business Companies with their international counterpart
3. Public and Private sector Partnerships to build the technical and commercial capacities of small holders farmers organisations and facilitate their maturation into credible actors vis-à-vis banks import distributors, processors and other private sector business partners
4. Public and Private sector Partnerships to reduce the cost of transit of goods across ports and airports and the administrative and regulatory practices affecting the movement of goods across borders and within domestic markets

IV. Main Task

- Identify major challengers in respect to supply chain management for agricultural products in domestic, regional and continental markets
- Review existing Public, Private, Partnership (PPP) and Business to business models

- Identify success factors in the areas
- Propose necessary interventions to meet above challengers
- Outline generic strategic plan in logframe format showing :
 - recommended short and long term actions
 - related expected outputs and outcomes
 - expected role of public and private sector farmers organizations
- Outline performance measures and milestones for recommended use by countries and regions.

V. Timeline and Outputs

The consultant shall perform the above tasks in accordance with the following schedule.

- Attend a brainstorming meeting to be organized in Dakar on XXXXXXXXXXXX
- Submit a first report to be circulated among stakeholders no later than XXXXXXXX
- Attend a second meeting to be organized in Dakar on XXXXXXXXXXXX
- Submit a second report no later than XXXX
- Attend a third and final meeting to be organized in Dakar on XXXXXXXXXXXX
- Submit the final report no later than XXXX

VI. Supervision

Mr. Baba Dioum, Coordinator General of the Conference of Ministers of Agriculture of West and Central Africa, shall provide technical and administrative supervision for this assignment.

The consultant shall provide ongoing written and verbal reports to Mr. Dioum every seven (7) days.

ANNEX 5 : FARMER ORGANIZATIONS AND TRADE ASSOCIATIONS CONSULTANT TOR

NEPAD/CAADP Pillar II Framework Design Consultant Terms of Reference for an Expert in Strengthening of Farmer Organizations and Trade Associations

Title: Strengthening of Farmer Organizations and Trade Associations
Supervision: Mr. Baba Dioum, Coordinator General of the Conference of Ministers of Agriculture of West and Central Africa (CMA/WCA)
Location: Dakar
Term: XXXXXXXXXXXX – XXXXXXXXXXXX

I. Purpose of Consultancy

The Expert in Strengthening of Farmer Organizations and Trade Associations will provide support to the Coordinator General of the Conference of Ministers of Agriculture for West and Central Africa (CMA/WCA), who has been request by the NEPAD Secretariat to lead the development of a Framework for advancing Pillar 2 of the Comprehensive Africa Agricultural Development Program (CAADP).

His/her primary duties will include facilitating the emergence of operational and sustainable Farmer Organizations and Trade Associations that have the capacity

- (1) to provide high quality, technical and commercial services to theirs members
- (2) serve as credible actors in public and private sector partnerships and Business to business so support the development of agribusiness enterprise in Africa

II. Context and Background

The CAADP was established by the African Union’s New Partnership for Africa’s Development (AU/NEPAD) and has been endorsed by the African Heads of State and Government as a vision for the acceleration of agricultural growth, food security, and rural development in Africa. The NEPAD vision for Africa holds that, by 2015, Africa should meet the following goals:

1. Attain food security,
2. Improve agricultural productivity to attain a 6% annual growth rate,
3. Develop dynamic regional and sub-regional agricultural markets,
4. Integrate farmers into a market economy, and
5. Achieve more equitable distribution of wealth.

To reach these goals, CAADP directs planning and investment into four mutually reinforcing “Pillars”: (I) extending the area under sustainable land management and reliable water control systems; (II) improving rural infrastructure and trade-related capacities for improved market access; (III) increasing food supply and reducing hunger; and (IV) agricultural research, technology dissemination and adoption. Well-designed frameworks to guide policy planning, implementation, investment programming, capacity building, and development assistance to the sector are needed to support work

under the individual pillars and ensure that the above objectives and targets are met by African countries. In addition to clarifying performance milestones and progress benchmarks, the framework documents under each pillar helps provides the necessary technical and institutional input and support to the following key components of the implementation process:

1. *Regional CAADP Compacts.* In all major regions, Regional Economic Committees (RECs) are working with national governments, the private sector, farmer organizations, and development partners, to elaborate priority investment programs, policy dialogue and learning mechanisms, and capacity building plans to guide and coordinate current and future CAADP financing for regional programs.
2. *Country CAADP Compacts.* Individual countries are take stock of their efforts towards achieving the CAADP growth and poverty targets, identify the best sources and options to accelerate agricultural sector growth and reduce poverty, and elaborate required sector policy, budgetary, investment, and development assistance measures, as well the partnerships and alliances that are necessary to meet these targets.
3. *Operational Platforms.* They are established at the continental, regional and country-level to support the implementation of early action programs and achieve alignment of ongoing development efforts and the related assistance with the CAADP agenda.
4. *Policy Review and Dialogue Mechanisms.* Mechanisms are established at the continental, regional, and country levels to facilitate constructive and inclusive dialogue as well as mutual learning to improve policy processes and outcomes as part of the agenda.

III. Scope of Work

The contribution of the expert is to

1. carry out an inventory of major farmer association and Trade organizations operating at the regional and continental levels
2. identify their key strengths and weaknesses
3. action to build capacities to successfully deliver services and forge effective partnerships

IV. Main Tasks

- Identify major challengers in respect to trade of agricultural products in domestic, regional and continental markets
- Review existing Public, Private, Partnership (PPP) and Business to business models
- Identify success factors in the areas
- Propose necessary interventions to meet above challengers

- Outline generic strategic plan in logframe format showing :
 - recommended short and long term actions
 - related expected outputs and outcomes
 - expected role of public and private sector farmers organizations

- Outline performance measures and milestones for recommended use by countries and regions.

V. Timeline and Outputs

The consultant shall perform the above tasks in accordance with the following schedule.

- Attend a brainstorming meeting to be organized in Dakar on XXXXXXXXXXXX
- Submit a first report to be circulated among stakeholders no later than XXXXXXXXX
- Attend a second meeting to be organized in Dakar on XXXXXXXXXXXX
- Submit a second report no later than XXXX
- Attend a third and final meeting to be organized in Dakar on XXXXXXXXXXXX
- Submit the final report no later than XXXX

VI. Supervision

Mr. Baba Dioum, Coordinator General of the Conference of Ministers of Agriculture of West and Central Africa, shall provide technical and administrative supervision for this assignment.

The consultant shall provide ongoing written and verbal reports to Mr. Dioum every seven (7) days.

ANNEX 6 : BENCHMARKING, MONITORING AND EVALUATION CONSULTANT TOR

NEPAD/CAADP Pillar II Framework Design Consultant Terms of Reference for an Expert in Benchmarking, Monitoring and Evaluation

Title: Benchmarking, Monitoring and Evaluation Expert
Supervision: Mr. Baba Dioum, Coordinator General of the Conference of Ministers of Agriculture of West and Central Africa (CMA/WCA)
Location: Reporting to Dakar
Term: XXXXXXXXXXXX – XXXXXXXXXXXX

I. Purpose of Consultancy

The Expert in Benchmarking, Monitoring and Evaluation will devise systems to determine and compare over time countries' and regions' relative levels of initiative, commitment, follow through and success in implementing CAADP Pillar 2. The consultant will also generate methods for evaluating Pillar 2's overall development impact and ongoing contribution towards achievement of the wider AU/NEPAD CAADP goals.

The consultant's primary duties will also include conducting research and analysis to help the Expert Reference Group (ERG) and CAADP stakeholders debate and develop a better understanding of the long-term trends, opportunities and challenges facing agricultural trade and investment for agribusiness development in Africa. He/she will additionally construct models to aid countries and regions in their respective processes to identify specific sets of desired results through Pillar 2, as well as to systematically approximate what will be needed in order to meet such targets.

II. Context and Background

The CAADP was established by the African Union's New Partnership for Africa's Development (AU/NEPAD) and has been endorsed by the African Heads of State and Government as a vision for the acceleration of agricultural growth, food security, and rural development in Africa. The NEPAD vision for Africa holds that, by 2015, Africa should meet the following goals:

1. Attain food security,
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3. Develop dynamic regional and sub-regional agricultural markets,
4. Integrate farmers into a market economy, and
5. Achieve more equitable distribution of wealth.

To reach these goals, CAADP directs planning and investment into four mutually reinforcing "Pillars": (I) extending the area under sustainable land management and reliable water control systems; (II) improving rural infrastructure and trade-related capacities for improved market access; (III) increasing food supply and reducing hunger; and (IV) agricultural research, technology dissemination and

adoption. Well-designed frameworks to guide policy planning, implementation, investment programming, capacity building, and development assistance to the sector are needed to support work under the individual pillars and ensure that the above objectives and targets are met by African countries. In addition to clarifying performance milestones and progress benchmarks, the framework documents under each pillar helps provides the necessary technical and institutional input and support to the following key components of the implementation process:

1. *Regional CAADP Compacts.* In all major regions, Regional Economic Committees (RECs) are working with national governments, the private sector, farmer organizations, and development partners, to elaborate priority investment programs, policy dialogue and learning mechanisms, and capacity building plans to guide and coordinate current and future CAADP financing for regional programs.
2. *Country CAADP Compacts.* Individual countries are take stock of their efforts towards achieving the CAADP growth and poverty targets, identify the best sources and options to accelerate agricultural sector growth and reduce poverty, and elaborate required sector policy, budgetary, investment, and development assistance measures, as well the partnerships and alliances that are necessary to meet these targets.
3. *Operational Platforms.* They are established at the continental, regional and country-level to support the implementation of early action programs and achieve alignment of ongoing development efforts and the related assistance with the CAADP agenda.
4. *Policy Review and Dialogue Mechanisms.* Mechanisms are established at the continental, regional, and country levels to facilitate constructive and inclusive dialogue as well as mutual learning to improve policy processes and outcomes as part of the agenda.

III. Main Issues to Be Addressed

- (1) What should be the targets to which Pillar 2 aspires in order to meet the overall CAADP goals? How should progress on needs such as agribusiness investment, policy reform, private-sector engagement, rural infrastructure for market access and other variables in line with Pillar 2 themes be measured? What selection of such variables should be initially benchmarked and monitored throughout the process of CAADP Pillar 2 implementation, and how should relative weighting be attributed to each? What preexisting data sets can be helpful in this tracking, and what further information is needed? Are the necessary institutions in place to address and improve performance on meeting high-priority needs? How can this be monitored?
- (2) The quantity and quality of partners actively engaged, the volumes of resources explicitly devoted to CAADP Pillar 2 objectives and the results thereby attained are important assets to monitor, evaluate and recalibrate. The less obvious potential impacts of decisions taken externally to the CAADP agenda, however, must also be considered. Such factors may be inherent, for example, in regional and international trade policy, in migration, labor and environmental trends, in countries' support for the creation and dissemination of new technologies, or in incentives for foreign direct investment.

V. Scope of Work

- Identify and complete research and analytical work required for informing debate initially among the ERG, and ultimately within RECs and countries.
 - Identify major challenges inherent in domestic policies to developing regional and international markets.
 - Consider market trends in major commodity sectors and sub-regions of Africa and their implications for regional trade and integration strategies.
 - Analyze global market outlooks for key import-export sectors and their implications for trade and agribusiness development policies.
 - Analyze factors of influence upon the long-term competitiveness of African commodities in domestic, regional and international markets.
- Organize and work with a subset of the ERG to identify and debate targets and metrics for use in directing, benchmarking and measuring the progress of Pillar 2, as well as its contribution to the progress of the overall CAADP agenda.
 - Create a database of targets, benchmarks and indicators to guide policies and strategies at regional and national levels.
 - Develop analytical tools for decision making upon the basis of targets, benchmarks and indicators arranged to observe and project the progress of investments and policy changes to be determined.
 - Develop models for studying long-term trends in regional and global agricultural trade and development, as well as a strategy for building capacity and local expertise to use and upgrade the tools.
- Identify and project stakeholder needs related to monitoring and evaluation on a forthcoming basis.
- For input to the CAADP Pillar 2 Framework, draft guidelines for recommended REC and country-level methods of data collection and evaluation, as well as procedures for acting upon the results to be generated through monitoring program implementation.

VI. Timeline and Outputs

The consultant shall perform the above tasks in accordance with the following schedule.

- Attend a brainstorming meeting to be organized in Dakar on XXXXXXXXXX
- Submit a first report to be circulated among stakeholders no later than XXXXXXXX
- Attend a second meeting to be organized in Dakar on XXXXXXXXXX
- Submit a second report no later than XXXX
- Attend a third and final meeting to be organized in Dakar on XXXXXXXXXX
- Submit the final report no later than XXXX

VII. Supervision

Mr. Baba Dioum, Coordinator General of the Conference of Ministers of Agriculture of West and Central Africa, shall provide technical and administrative supervision for this assignment. The consultant shall provide ongoing written and verbal reports to Mr. Dioum every 7 days.