

**New Alliance for Food Security and Nutrition:
2014 Country-Level Annual Review Process
April 18, 2014**

As part of the New Alliance commitment to mutual accountability and to feed into the 2014 New Alliance Progress Report, each New Alliance country should conduct an annual review of progress against New Alliance Country Cooperation Framework commitments by June 2014. This commitment is outlined in each Cooperation Framework. Similar to the [2013 New Alliance Progress Report](#), the 2014 New Alliance Progress Report will be released mid-year and will rely on country-level progress reports to provide a comprehensive update on progress and challenges against country-level and global enabling action commitments.

This document outlines guidance for the 2014 country-level annual reviews (“annual reviews”).

Purpose: Annual reviews will be the primary accountability mechanism for all Cooperation Framework commitments. The purpose of the annual review process is to bring together an inclusive group of government, domestic and international private sector, development partners, and civil society stakeholders to:

1. Transparently review, share, and discuss progress and challenges against all Cooperation Framework commitments;
2. Generate a mutually agreed upon country progress report by June 30, 2014 that will be input into the 2014 New Alliance Progress Report; and
3. Assess overall progress and challenges creating an enabling environment for responsible, inclusive investment (including implementation of the Voluntary Guidelines).
4. Identify key priorities for action and review new or revised Cooperation Framework commitments for consideration by the “lead group.”

Components: Annual reviews will include two primary components: (a) a country-level progress report against all Cooperation Framework commitments, and (b) a facilitated stakeholder meeting to discuss the progress report and other issues related to progress and challenges implementing the New Alliance. A summary outlining issues and recommendations from the stakeholder meeting should be included as an annex of the progress report.

Principles: Annual reviews should be based on the following principles:

- **Inclusivity:** Annual reviews should include broad stakeholder representation across civil society, private sector, government, and development partners. Each stakeholder group should have a chance to provide substantive participation, including providing input into the progress report, contributing to the review meeting agenda, and offering an opportunity to present during the stakeholder meeting. Increasing civil society (including farmer organizations), and local private sector participation in New Alliance monitoring and implementation is particularly important.
- **Collaboration:** The annual reviews should provide an opportunity for substantive dialogue and collaboration between stakeholder groups to improve New Alliance outcomes. Data collected

and presented for the annual review, for example, should be shared with all stakeholder groups for discussion and endorsement prior to finalization. This will ensure consistent understanding in cases where perspectives of perceived progress may differ across stakeholder groups.

- **Transparency:** Improving transparency of New Alliance implementation and results is essential. Official minutes from the annual review meeting and the country level progress report will be published or otherwise made public. Annual reviews are also an opportunity to engage media.

Harmonization with Joint Sector Reviews: Consistent with aid effectiveness principles, annual reviews should be harmonized with broader mutual accountability processes in the food security sector if possible. In particular, all annual reviews should draw information from, be linked to, and align with Comprehensive Africa Agriculture Development Programme (CAADP) Joint Sector Reviews (JSRs) to the degree possible. If JSRs are not yet operational or collaboration is not feasible prior to June 2014, countries should still undertake New Alliance annual reviews consistent with the principles and process outlined above, in preparation for the overall New Alliance Progress Report and in anticipation and preparation for eventual JSRs.

The African Union and the New Alliance see JSRs as a key instrument for supporting mutual accountability and implementing the new CAADP Results Framework. The African Union Commission (AUC) released JSR guidance in 2013,¹ which outlines how to conduct JSRs and what should be included in a quality JSR. In 2014, the AUC and the NEPAD Planning and Coordination Agency (NPCA) have designated the Regional Strategic Analysis and Knowledge Support System (ReSAKSS) to support seven New Alliance countries² to implement this guidance, introducing JSRs where they do not exist and strengthening them where they already exist.

Countries with JSRs should attempt to integrate New Alliance annual reviews into the JSR process by including data collected on all specific New Alliance commitments and a stakeholder meeting to discuss progress against these commitments in time to finalize a country progress report by June 30, 2014. In this case, all data collected against specific NA commitments (by ReSAKSS, Grow Africa, or any other body supporting data collection on New Alliance commitments) could be developed into a “special topic report” as part of the larger JSR Country Report that would double as the New Alliance country-level progress report. During the JSR stakeholder meeting or upcoming JSR workshops scheduled in the seven countries receiving ReSAKSS support, a special session could take place to review progress against New Alliance commitments with New Alliance stakeholders. In out-years, it is anticipated that all New Alliance countries, as part of CAADP, will conduct JSRs that will include review and reporting against New Alliance commitments, thus obviating the need for a separate New Alliance annual review.

Roles and responsibilities: We recommend the annual review process be led by the country-level lead group for the New Alliance (e.g., Partnership Accountability Committee in Tanzania) (if one exists) in close collaboration with the national CAADP team responsible for the JSR (if applicable). If this New

¹ References: CAADP MA-M&E JAG, 2012 and “Concept note: Implementing the CAADP Joint Sector Review Guidelines: What should be reviewed?”, April 2013.

² Countries targeted: Burkina Faso, Ethiopia, Ghana, Malawi, Mozambique, Senegal, and Tanzania

Alliance lead group does not yet exist, we recommend the government and donor co-lead develop this group to oversee accountability for New Alliance implementation and ensure ownership and participation among all stakeholders in-country. This lead group may rest within an existing national agricultural planning or coordination body (e.g., Agriculture Sector Working Group, CAADP Country Team) or a dedicated task force or leadership group set up specifically for the New Alliance. This group should have representatives from each stakeholder group (civil society, government, development partners, and private sector). Participation by civil society and farmer-based organizations should be determined through autonomous self-selection processes. If the New Alliance country-level lead group and the CAADP in-country team are different, they should collaborate closely and rely on ReSAKSS analysis to the extent possible for New Alliance reporting. In out-years, as JSRs become standardized and undertaken on an annual basis, it is anticipated that separate New Alliance reporting may be minimal or no longer be needed.

The lead group will be responsible for coordinating inputs for the review of Cooperation Framework commitments, and producing a country-specific progress report. The lead group may seek technical assistance in this process from other external, impartial agencies in collecting or analyzing the data.

For example, Grow Africa has again agreed to lead the review of all New Alliance private sector commitments to inform both country-level annual reviews and the annual [Grow Africa report](#) in 2014. This process is already underway, with Grow Africa surveying all companies with New Alliance Letters of Intent (LOIs) on investment progress and government capacity for investment facilitation. Data from this process will be available by approximately early May. Grow Africa will provide this data to government and donor leads in each country as input into the annual review.

Primary roles and responsibilities for the annual review are in the table below:

| | Activity | Lead | Timing |
|-----------------------------|---|--|---------------------|
| Country Level Review | Joint Sector Review (JSR) process | National CAADP team, with technical support from ReSAKSS and others | Annually |
| | Reporting on Cooperation Framework commitments and outcomes | Country-level lead group for New Alliance, with support from Grow Africa for LOI progress, in consultation with ReSAKSS if active in country | Annually by June |
| | Producing a country progress report for Leadership Council | Country-level lead group for New Alliance (government lead to submit final report to co-conveners of Leadership Council) | Annually by June 30 |

Participation: The country-level lead group should invite a broad number of representatives from all stakeholder groups (government, domestic and international private sector, development partners, and civil society) to participate in the annual review process. While the lead group itself may consist of a small number of representatives from each stakeholder group, these representatives should be charged with soliciting feedback from a wider group of stakeholders and participation in the annual review should be open to broad participation, including relevant civil society groups, including farmer organizations; all LOI companies and other interested private sector companies; private sector

apex/interest groups; relevant government departments, ministries, and agencies; and development partners.

Ongoing dialogue: While important, annual reviews should be just one part of an ongoing multi-stakeholder dialogue to monitor progress, address challenges, and share information on responsible private sector investment in agriculture. Regular, multi-stakeholder meetings in country are essential to facilitate this dialogue.

Modifying commitments in Cooperation Frameworks: Discussion and possible endorsement of any proposed new or revised Cooperation Framework commitments should be an element of the annual review. Modifications include the addition or revision of LOIs, policy commitments, donor commitments, or civil society commitments. To make revisions, the lead group should solicit suggested revisions from stakeholder groups during review preparation and include suggested new or revised commitments in the draft annual review report to ideally be circulated two weeks prior to the stakeholder meeting. The proposed revisions should be considered during the stakeholder meeting.³ Additional ideas and recommendations may also be submitted during the meeting. For those proposals that are not agreed to during the meeting, working groups and a date for follow-up discussion should be established. Additional guidance related to formal revision of Cooperation Framework commitments including development and finalization of new Letters of Intent is forthcoming, including support mechanisms available for negotiating new commitments.

Methodology and format: The lead group should tailor the methodology and format for annual reviews (both the progress report and stakeholder meetings) based on preferences and country context, keeping in mind that the format must allow for reporting on progress toward all Cooperation Framework commitments.

Annex A provides an example outline for the country-level progress report and Annex B outlines suggested indicators. Many of the Annex B indicators come from data that will be provided from the Grow Africa annual reporting process. The ultimate goal of the New Alliance is to contribute to reductions in poverty, which will require monitoring of higher-level impact indicators. It is anticipated that the higher-level impacts will be analyzed and reported on through the CAADP JSR process. This process will require broad consultation and alignment with the new CAADP Results Framework and a review of data availability and data collection plans. For 2014 annual reviews, the focus will be on measuring progress against specific Cooperation Framework commitments but higher level outcome indicators should be included as appropriate based on data availability.

Suggested steps to complete an annual review are below, but should be tailored to fit country context:

1. Preparation of draft annual, country-level progress report

- a. Government leads draft summary of progress against policy commitments in Annex 1 of Cooperation Framework, in discussion with entire lead group if desired. Any proposed revisions to policy commitments should be drafted for consideration.

³ One possible way to manage this process would be to put forward the proposed revisions for a no objection vote and those without objection could be put forward to the lead group for final approval.

- b. Lead group requests all development partners with funding commitments in Annex 2 of the Cooperation Framework report on disbursements against these commitments and how this spending is aligned with the CAADP Country Investment Plan. In addition, development partners should report on progress of global enabling actions active in country. Last, development partners should submit any proposed changes to CF commitments for consideration. Note: all development partners should vet disbursement figures with headquarters offices.
- c. Grow Africa sends lead group data collected on private sector progress against Letters of Intent in Annex 3 of Cooperation Framework.
- d. Lead group coordinates with Grow Africa to communicate with LOI partners to ask for any proposed revisions to existing LOI commitments for consideration.
- e. Lead group reaches out to key civil society stakeholders, including farmer-based organizations to request their input on New Alliance progress and challenges and solicitation of suggested additions or revisions to CF commitments for consideration.
- f. Lead group uses information to assemble progress report (see Annexes A and B).

2. Stakeholder meeting

- a. Designate professional facilitator for meeting.
- b. Create agenda for meeting that allows time for a representative from each major stakeholder group to present progress and challenges from their perspective; includes a session to discuss progress against each major set of commitments (donor, private sector, and government) in draft progress report; and allows time to address key challenges going forward. For the private sector, this representative may include a private sector interest group, Grow Africa, or other appropriate organization.
- c. Set time and date for the meeting.
- d. Invite all relevant stakeholders to meeting.
- e. Circulate the draft progress report for review two or more weeks in advance of the stakeholder meeting.
- f. Designate note-taker to document official minutes for the meeting.

3. Finalization of progress report

- a. Lead group edits and finalizes progress report based on outcomes from meeting. Any suggested revisions to the Cooperation Framework commitments should be included as an annex.
- b. Lead group vets progress report at highest level necessary for public dissemination.
- c. Lead group submits country progress report to Leadership Council co-conveners by June 30, 2014.
- d. Public dissemination of report.

Annex A: Example outline for Country-Level Progress Report

Below is a suggested outline for the annual country-level report. Format and content should be tailored to country preferences and context, keeping in mind that progress on all Cooperation Framework commitments should be included.

1. Overall summary of progress, key challenges and agreed upon actions

- To include summary on outcome level indicators such as Agriculture GDP growth, and other outcome indicators based on availability of data and country context.

2. Review of Mutual Commitments

- Government policy commitments**
 - Reproduce Cooperation Framework policy commitment table, adding a column for status (completed, some progress, or no progress) and a short narrative outlining current status, progress, and challenges (see Example Table A below).
 - Short narrative on overall progress reflecting the discussion at country-level; what has been successful and why? What has not been successful and why not?
 - Summary table showing number of commitments with “no progress,” “some progress,” or “completed” for policy actions a) due by the time of the review and b) after the time of the review (See example table B)
 - Summary of Grow Africa data perceived capacity for investment facilitation
 - Optional: Key opportunities that could be used to help accelerate progress.
 - Optional: Public Policy Report/Scorecard from Joint Sector Review if available
 - Optional: Summary of how development partners are supporting governments to implement policy commitments

Example table A: New Alliance policy commitments

| Policy action from Cooperation Framework | Timeline for completion from Cooperation Framework | Status and narrative update |
|--|--|-----------------------------|
| | | |
| | | |

Example table B: Summary of New Alliance policy commitments

| | No progress | Some progress | Completed | TOTAL |
|---------------------|-------------|---------------|-----------|-------|
| Due by June 2014 | | | | |
| Due after June 2014 | | | | |
| TOTAL | | | | |

- **Development partner financial commitments**
 - Create financial commitments table using figures from Annex 2 of Cooperation Framework (see example table C).
 - Short narrative on how each donor’s funding is aligned with the CAADP Country Investment Plan (CIP) and if possible, a short summary of any positive outcomes or changes resulting from these interventions.
 - Summary of how global New Alliance enabling actions are being implemented in country
 - Optional: Donor Expenditure Report/Scorecard from Joint Sector Review if available

Example Table C: Development partner commitments

| Development partner | Original Cooperation Framework total funding intention | Prorated funding intention to date | Disbursement to date | % disbursed against prorated amount to date |
|---------------------|--|------------------------------------|----------------------|---|
| | | | | |
| | | | | |
| Total | | | | |

- **Private sector investment**
 - LOI progress table with summary status of each LOI, including stage of implementation (converted, investment stage, pilot stage) and summary of progress in the previous calendar year.
 - Quantitative information from Grow Africa LOI data collection on following indicators, aggregated across all LOIs in a given country:
 - LOI conversion rate
 - % of LOIs in various stages of implementation (converted, investment stage, pilot stage)
 - Total value of new private sector investment in the agriculture sector or food chain under LOIs
 - Total volume and value of commodities sourced locally under LOIs
 - Number of jobs created from LOIs
 - Number of smallholders reached from LOIs
 - Short narrative on conclusions from discussions at event (e.g., on progress against LOI commitments, challenges identified, future private sector priorities, and how donor funding could be prioritized to facilitate responsible private sector investment).
 - Optional: Private sector Scorecard/Report from Joint Sector Review if available

3. Civil society report on enabling environment, responsible investment, and growth

- Civil society narrative on perspectives of New Alliance progress in country, to possibly include assessment of progress promoting responsible, inclusive investment including implementation of Voluntary Guidelines; assessment of enabling environment reform progress; progress against outcomes and impact
- Summary of civil society activities in support of New Alliance goals in last year

- Optional: Civil Society scorecard/report from Joint Sector Review if available

4. Profiles

- To clearly communicate New Alliance implementation to the public, we recommend highlighting a small number of short profiles of how New Alliance has had impact. These short profiles can outline how investments have benefited smallholders and/or provided jobs, how different stakeholders worked together to address an enabling environment constraint, or how an investor is applying the Voluntary Guidelines. Relevant challenges should be included.

5. Annex: Summary of conclusions from stakeholder meeting including recommendations and issues

6. Annex: Recommended new or revised Cooperation Framework commitments

Annex B: Country-Level Annual Review Indicators for 2014

Indicators will need to be validated at country level and adapted to country realities, based on availability of data and alignment with broader accountability frameworks.

| MUTUAL COMMITMENTS | | | |
|---|--|---|--|
| RESULTS AREA | INDICATORS | DATA SOURCE | BASELINE |
| 1.1 Progress implementing policy commitments | Percent of policy commitments implemented by deadline | Government reporting and review as part of country-level review | Cooperation Framework (CF) commitments |
| 1.2 Progress implementing investment intentions | 1. LOI conversion rate 2. Percent of LOIs in different stages of implementation | 1. Grow Africa 2. Grow Africa | CF commitments |
| 1.3 Progress against development partner financing commitments & enabling actions | Percent of funding commitments disbursed | Development partner reporting as part of country-level review process | CF commitments |

| COUNTRY-LEVEL OUTCOMES (Enabling Environment, Inclusive and Responsible Investment) | | | |
|---|---|---------------|--------------------------|
| RESULTS AREA | INDICATOR | DATA SOURCE | BASELINE |
| 2.1 Improved enabling environment for investment | <ul style="list-style-type: none"> • Score (between 1 and 5) on the following elements of perceived capacity for investment facilitation as rated by various stakeholder groups <ul style="list-style-type: none"> ○ Leadership and alignment ○ Strategy setting ○ Investment pipeline ○ Risk mitigation and financing ○ Infrastructure: soft and hard ○ Delivery and implementation <p>NOTE: Only available for Grow Africa countries in 2014.</p> | Grow Africa | N/A |
| 2.2 Increased responsible private sector investment in agriculture | Value of new private sector investment in the agriculture sector or food chain under LOIs | Grow Africa | N/A |
| 2.3 Increased, inclusive agriculture sector growth | Volume and value of commodities sourced locally, disaggregated by amount sourced from smallholders under LOIs | Grow Africa | N/A |
| | Number of jobs created from LOI investments (FTE) | Grow Africa | N/A |
| | Number of smallholders reached directly or indirectly by LOIs | Grow Africa | N/A |
| | Agriculture GDP growth rate (% change relative to current trajectory) | National data | year preceding CF launch |