

AFRICA LEAD II PROGRAM REVIEW

GUINEA – KEY FINDINGS

Introduction and Methodology

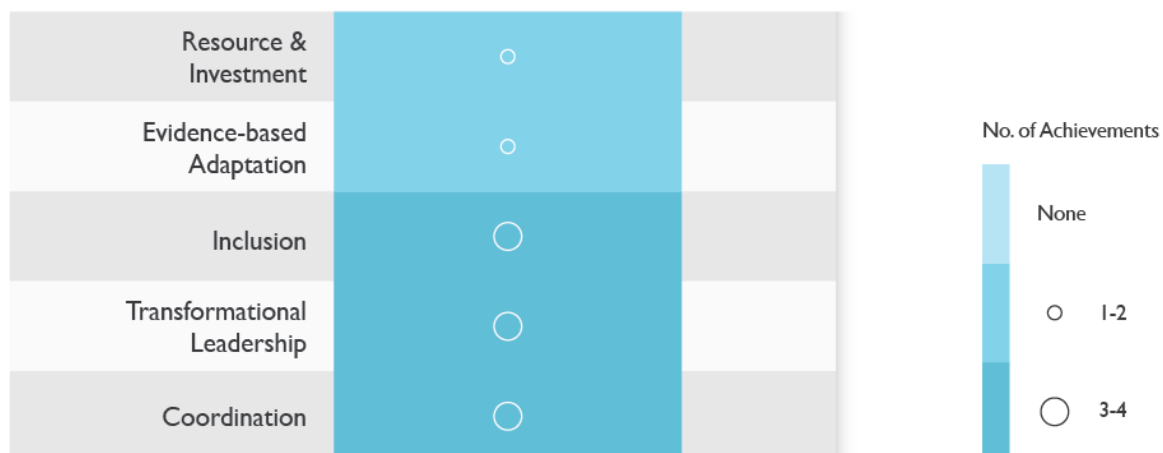
Africa Lead’s program review presents important findings and recommendations from the Guinea program and its partners. Fieldwork for the program review was carried out from 3 – 5 April 2017 in Conakry, Guinea. Key informant interviews (KIIs) and small group discussions (SGDs) were carried out with the following beneficiary institutions:

- Bureaux de Stratégie et de Développement /Offices of Strategy and Development (BSDs)
- Plateforme de Concertation du Secteur Privé Guinéen / Consultation Platform for the Guinean Private Sector (PCSPG)
- Ministry of Industry, Small and Medium Enterprises and Private Sector Promotion, and the Ministry of Trade

Examples of Significant Achievements Influenced by Africa Lead

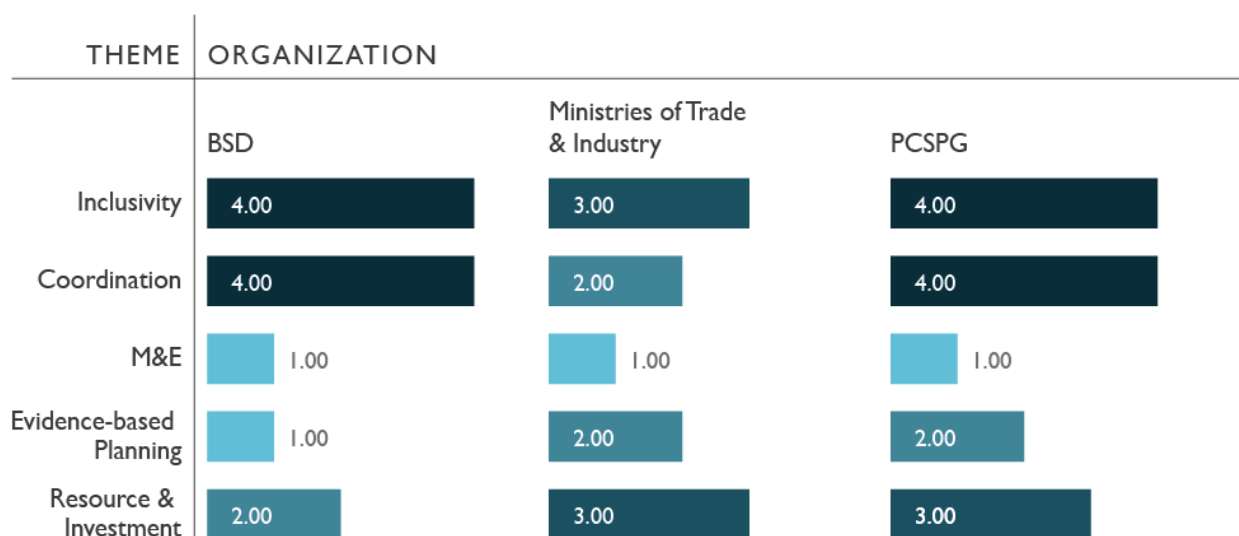
The Guinea program beneficiaries detailed 5 significant achievements influenced by Africa Lead. The graphic below characterizes these achievements into thematic areas of focus, counting the frequency with which each of the six themes of agricultural transformation are cited within the achievement examples. Detailed definitions as well as findings and recommendations for each of the six themes can be found in the accompanying summary booklet.

GUINEA



Benchmarking Performance for Agricultural Transformation (BPAT)

Africa Lead’s key partners in the Guinea program carried out a self-assessment, and mapped their performance against five of the six agricultural transformation themes in the BPAT tool. The BPAT tool allows organizations to rate themselves a score out of 5. A score of “1” is given to an organization that is performing insufficiently in a certain area. In contrast, a score of “5” is given to organizations whose performance is in accordance with best practices at the top international level. The BPAT tool also asks partners to provide evidence and examples of change to substantiate their scores. The following sections present a summary of the most significant changes presented by each partner.



Most Significant Changes

Bureaux de Stratégie et de Développement / Offices of Strategy and Development (BSDs)

The six thematic working groups from the four BSDs serve as Guinea’s agricultural sector coordination bodies. Each working group has an intragovernmental group of planning staff, including staff from agriculture, fisheries and aquaculture, environment, and livestock. Since 2016, Africa Lead has supported the working groups and BSDs to identify priority inputs for the Programme National d’Investissement Agricole de Sécurité Alimentaire et Nutritionnelle II (PNIASAN II), and facilitated a Champions for Change leadership course.

Most Significant Changes

According to several key informants, Africa Lead activities have:

- Improved coordination between the Ministries of the BSDs

- Helped to establish a framework for consultation and regular dialogue between and among the members
- Helped the group to better understand their concurrent roles, harmonize their activities, and resolve conflict. According to one key informant, “now the ministries know each other and their roles. Now each ministry acts based on its responsibilities.”

Plateforme de Concertation du Secteur Privé Guinéen / Consultation Platform for the Guinean Private Sector (PCSPG)

PCSPG is an NSA network that provides a structured, transparent, and inclusive framework for dialogue between the public and private sector. The platform brings together 29 business associations as well as entrepreneurs across a variety of sectors. As a platform for organizing and mobilizing private sector consultation in policy issues, PCSPG played a critical role in the review process of Guinea’s PNIASAN II.

Starting in 2016, Africa Lead partnered with PCSPG to facilitate its involvement and contribution to the PNIASAN II development and review process. With Africa Lead’s support, PCSPG participated in the strategic planning exercise with the Ministry of Agriculture in June 2016, and provided critical input during the formation of the six thematic working groups. Key management staff from PCSPG – including the Chairman, National Secretary, and deputies – also participated in the C4C leadership training delivered in Conakry in October 2016.

Most Significant Changes

- After its interactions with Africa Lead, PCSPG reports that it is more effective at leveraging its diverse membership, and identifying opportunities in agricultural development and food security. PCSPG is represented at both national and local levels, with a national office in Conakry and representative members in each region and city.
- Since taking part in Africa Lead activities, the national team replicated the C4C leadership course to additional members from outside the capital. According to the PCSPG General Secretary, before Africa Lead activities, connections between and among the Conakry leadership team and its members were weak.
- PCSPG replicated the Africa Lead strategic planning workshop on the PNIASAN II review process to their affiliate members. By scaling up the PNIASAN II review process among its network, PCSPG engaged a diverse set of NSAs and generated input to strengthen the overall process.
- According to the PCSPG leadership team, its participation in the PNIASAN II review process was a critical learning opportunity, and highlighted the significance of their role in Guinea’s agricultural transformation process. According to one of the key informants, Africa Lead activities helped PCSPG leadership better understand the importance of coordination and information flow with its members.
- The leadership’s participation in the review process also helped to clarify roles and responsibilities of the different actors, and led to increased self-confidence and motivation among PCSPG members.

- Thanks to support and guidance from Africa Lead, PCSPG is now better equipped and more prepared to voice the priorities of its members. For instance, PCSPG held a consultation workshop in May 2017 to gather input, consolidate feedback, and better understand the priorities of its members in order to prepare for the PNIASAN II review process. PCSPG also initiated a new activity focused on advocating for economic reforms to improve future investments in the agriculture sector.

Key Findings

1. **Inclusive policy dialogues are an important two-way learning experience.** Participation in the PNIASAN review process was a valuable learning experience for both government and NSAs. The government collected valuable insight and feedback on priorities from NSAs through the six thematic working groups facilitated with the BSDs. Additionally, PCSPG was exposed to the broader system, and network members were better able to understand their current and potential roles in agricultural transformation.
2. **Exposure to CAADP processes can be useful to help orient and focus the efforts of systems actors.** The Guinea examples revealed that as organizations align themselves to CAADP processes, they are better able to prioritize strategies that enhance overall performance. For example, leadership training and participation in the PNIASAN process helped PCSCG to orient their programmatic activities and member services around CAADP themes. This subsequently led to improved network performance. This includes CAADP practices and principles such as inclusiveness, and reaching down to the local levels for member input and consultation.
3. **Continuity of engagement (including ongoing learning and adaptive management) is key to ensuring shared understanding and focused energy in a high quality NAIP development process.** Africa Lead used a local facilitator approach to lead and guide the PNIASAN review process on the ground. The case of Guinea demonstrated that it was useful to have continuity in leadership, as this provides ongoing guidance and technical direction to navigate the process. The facilitator was responsible for leading each of the consultative sessions, ensuring quality of the technical outputs, and developing lessons learned for continuous improvement of the NAIP development process.
4. **Purposeful collaboration is an initial building block for mutual accountability.** The four BSDs faced many challenges, including lack of trust, and confusion among members about their current roles. The facilitated PNIASAN review process helped the four ministries build a common vision for success across each organization. In addition, the strategic planning exercise and other facilitated sessions helped to clarify roles, and fostered a sense of collective ownership over the PNIASAN development and implementation process. In this way, the BSD was perceived as a win-win: a functional and effective collaboration framework among the four

ministries for achieving a shared objective. This type of purposeful collaboration and coordination around shared objectives is the first step to delivering on the promise of mutual accountability for CAADP.

5. **Africa Lead support can help to accelerate positive changes driven by local system actors.** Guinea is currently undergoing a period of political change, and the government is taking actions to engage in active dialogue with the public. Since the establishment of the PCSPG in 2015, membership has grown steadily, and the network now represents 29 private sector associations. At the same time, many key informants stated that the public's perception of agriculture is also changing. According to one key informant from PCSPG, agriculture is being seen as a business opportunity and profitable sector. Africa Lead's support in the form of leadership training, strategic planning, and facilitation of inclusive planning processes for the PNIASAN helped to direct the energy of local NSA actors in a positive direction. In this case, Africa Lead accelerate the momentum, and improved the efficiency of local NSA actors.
6. **Information exchange to and from rural areas is critical, as this communication flow provides inclusive effective dialogues.** Prior to the launch of the PNIASAN II review, the NSA networks involved in the process organized regional consultations and gathered information on the priorities of farmer and rural populations. Similarly, food security challenges, investment opportunities, and statistical evidence on malnutrition, production, post-harvest losses and food insecurity, needs to be part of a national dialogue on agricultural transformation. Additionally, feedback from national platforms, and opportunities about programs, business, and nutritional information must reach the rural areas.
7. **Leadership training can be a useful tool when there is a high-level interest in and openness to reform.** The case of Guinea demonstrated that Africa Lead's leadership training can be an effective tool when paired with a targeted change facilitation process. Without leadership buy-in or institutional support, it can be difficult for participants to initiate or facilitate any change. For example, key informants from the Ministry of Trade and Ministry of Industry, reported significant benefit from the Africa Lead C4C training in terms of improved understanding and awareness. However, participants also stated that they are facing challenges and a lack of institutional support to make any organizational-level changes.