FEED THE FUTURE
The U.S. Government's Global Hunger & Food Security Initiative

AFRICA LEAD
Final Report

SCALING UP **FOOD SECURITY AND RESILIENCE** IN AFRICA

2013 - 2019

USAID
FROM THE AMERICAN PEOPLE

Africa Lead
Scaling up for food security in Africa

Final Report

2013 - 2019

A final report on Africa Lead, a Feed the Future and USAID program supporting the advancement of African-led agricultural transformation, food security, and resilience. This publication was prepared by DAI and funded by the U.S. Agency for International Development under Cooperative Agreement No. AID-OAA-A13-00085.

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About this Report

This report is structured in an easy-to-navigate format. It will help you learn about Africa Lead's origins as a program, how it supported Africa's food security policy developments from the boardroom to the farm, helped leaders and institutions across the continent advance toward achieving their shared goals, and how the program's unique approaches were designed through continual learning and adapting.

Leadership Driven by Collaborating, Learning, and Adapting

At its core Africa Lead was a project focused on learning, and one of the greatest assets to the program was the relevant, timely, and valuable internal feedback that drove adaptive management and learning for our own program, that we hoped would serve our beneficiaries, policy partners, and stakeholders.

Africa Lead was committed not only to improving leadership, management, and the culture of learning in our partner institutions, but to applying these principles in our own management approaches. This final report is as much a learning-focused publication as it is a final report summary. In each section you will find a focus on lessons learned and references to in-depth learning briefs.

Africa Lead worked to ensure steady and incremental improvements in leadership, organizational, and systems strengthening in Africa for agriculture and food security. In the same way, our adaptability as a project team came from the way we measured and articulated how we do our work, what we learned from program implementation, and how we continue to adapt our work. We strived to ensure that our final reporting also provided a learning function – to inform our strategic approach, provide an evidence base for best practice, and reveal insights into how to better accomplish our goals.

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SCALING UP FOR FOOD SECURITY & RESILIENCE IN AFRICA

JUNE 2013 - DECEMBER 2019

Africa Lead is one of Feed the Future and USAID's food security capacity building programs in sub-Saharan Africa. Feed the Future is the U.S. Government's global hunger and food security initiative.

The Africa Lead program worked to help realize Feed the Future and the African Union's Comprehensive Africa Agriculture Development Program (CAADP) goals of reduced hunger and poverty by building the capacity of individuals, institutions, and networks to drive African-led agricultural transformation. A five-year program, extended for an additional sixth program year, Africa Lead built on the success of the predecessor capacity building program Africa Lead I (2010 - 2013).

Facilitating African-Led Food Security & Resilience

Africa Lead's goal was to support African-led policy transformation, where individuals, institutions, and networks are the driving force advancing Africa's food security and resilience. Ultimately, these leaders, organizations, and groups are responsible for developing and sustaining policy priorities for reducing poverty and increasing nutrition through agriculture and achieving the goals of CAADP.

Transforming and Mobilizing Leaders, Institutions, and Networks

Africa Lead facilitated African-led transformation and provided tools to support the growth of leaders, institutions, and networks to collaborate, mobilize, and act to solve food security and resilience challenges on their own. The program's various approaches increased dialogue and action on areas that advance agriculture policy, trade, civil society involvement, and public engagement to advance food security and resilience.

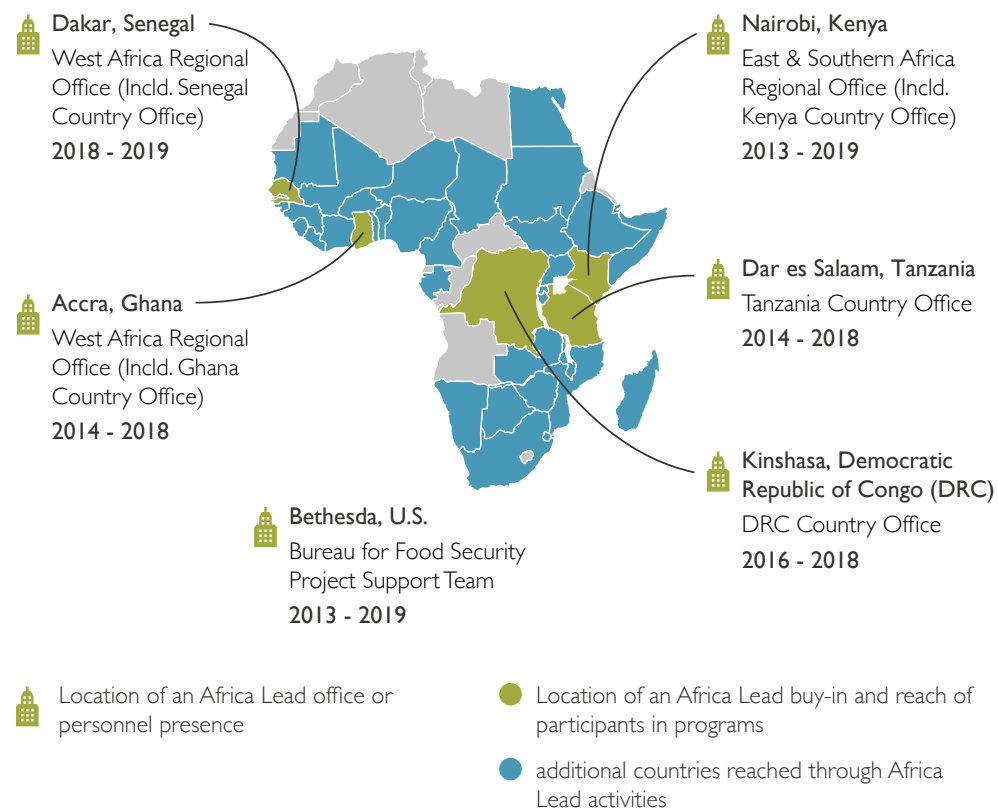### Feeding a Continent through Self-Reliance

Africa has enough resources to feed every man, woman, and child. However, rates of undernourishment across the continent represent a quarter of the world's undernourished population. As African nations take leadership and collaborative action to address these challenges, the continent will become more self-reliant and resilient, ultimately reducing the need for aid.

Africa Lead's Reach & Presence

As a cooperative agreement and buy-in mechanism through the Bureau for Food Security (BFS) the project's scope was continental. It had an original ceiling of $70 million that was expanded to $95 million in 2017. While it is a BFS core-funded program, Africa Lead was largely funded through buy-ins from bilateral Feed the Future countries in Africa and Regional Missions.

Over the life of the project, Africa Lead had various in-country and regional offices that allowed our staff to work directly with continental, regional, national, and sub-national stakeholders, including the USAID and Feed the Future teams.

Dakar, Senegal
West Africa Regional Office (Incld. Senegal Country Office)
2018 - 2019

Nairobi, Kenya
East & Southern Africa Regional Office (Incld. Kenya Country Office)
2013 - 2019

Accra, Ghana
West Africa Regional Office (Incld. Ghana Country Office)
2014 - 2018

Dar es Salaam, Tanzania
Tanzania Country Office
2014 - 2018

Bethesda, U.S.
Bureau for Food Security Project Support Team
2013 - 2019

Kinshasa, Democratic Republic of Congo (DRC)
DRC Country Office
2016 - 2018

Location of an Africa Lead office or personnel presence

Location of an Africa Lead buy-in and reach of participants in programs

additional countries reached through Africa Lead activities

5 CONTINENTAL BUY-INS

Bureau for Food Security Market and Partnership Innovations Office (BFS/MPI), Country Strategy and Implementation Office (BFS/CSI), Office of Agriculture Research & Policy (BFS/ARP), Africa Bureau, Office of Sustainable Development (AFR/SD), and Democracy, Conflict and Humanitarian Assistance, Office of Food for Peace (DCHA/FFP)

3 REGIONAL BUY-INS

East Africa Regional, Sahel Regional, and West Africa Regional Missions

13 COUNTRY MISSION BUY-INS

DRC, Ghana, Guinea, Kenya, Malawi, Mozambique, Nigeria, Rwanda, Senegal, Sierra Leone, Somalia, South Sudan, and Tanzania

3 ADDITIONAL SUPPORTED MISSIONS

Burundi, Ethiopia, and Uganda

Management

Africa Lead was implemented by a consortium which included:

- DAI: consortium leader, project management, capacity building, technical services, capacity assessments, donor and AU liaison
- Training Resources Group, Inc. (TRG): organizational and institutional development, training, and capacity building
- Winrock International: gender, youth, and non-state actor technical support
- Management Systems International (MSI): institutional capacity assessments and measurement of organizational progress

Key Project Results

25,971 Individuals reached with programs and activities

6,473 Organizations reached and supported

742 Trainings, conferences, meetings & workshops held

42 African countries represented (country of origin) in Africa Lead programs

$75M Dollars (at least) leveraged from partner contributions to match its own programming expenditures

Breakdown by Buy-in

Organizations

Individuals

- Nigeria
- Mozambique
- West Africa Region
- East Africa Region
- Tanzania
- Senegal
- Kenya
- Ghana
- BFS

6,473 organizations supported

- Research/university/school
- Public sector/government
- Non-state actors

458

2,211

924

2,867 Private sector, community, & farmer organizations supported

1,490 Business/for-Profit

714 Farmer Organizations

202 Trade and Business Associations

165 Women's Groups

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742 food security events held

196 trainings

25,971 individuals engaged

6,755 Trained

Engaged

$75M leveraged

Dollars Spent VS Dollars Leveraged
Years 1 - 6

Dollars spent
$83M

$75M
Dollars leveraged

Non-state actors institutions supported, by country of origin

Number of Institutions by Buy-In

Legend:
- Research/university/school
- Public sector/government
- Non-state actors

Buy-In	Research/university/school	Public sector/government	Non-state actors
BFS	49	162	355
Ghana	47	78	374
Senegal	—	242	193
Kenya	36	203	202
Tanzania	—	133	106
East Africa Region	—	73	137
Mozambique	—	35	94
West Africa Region	—	35	73

Public sector institutions supported, by country of origin

Research institutions supported, by country of origin

As a result of Africa Lead support (from 2017-2019), 93% of the project's key partners are now applying improved practices *(a total of 165 out of 177 organizations)*

- 2 - Women's Group
- 4 - NGO
- 6 - Community-Based Organization
- 9 - Working Group
- 9 - Trade and Business Association
- 11 - NSA Network
- Private Sector — 41
- Government — 39
- Farmer Organization — 18
- Academic — 14
- RIGO — 12
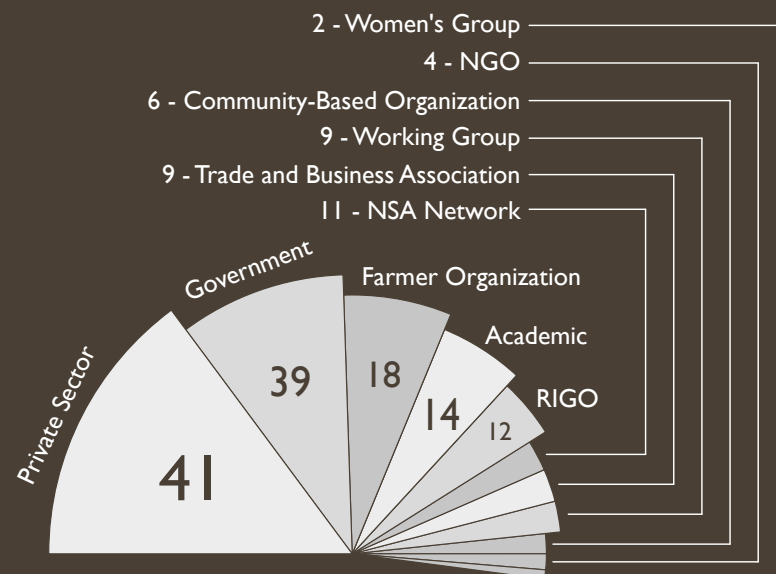
Strengthening Self-Reliance for Africa's Food Security & Resilience

USAID's focus on self-reliance presents a new vision for development and humanitarian assistance: building a country's capacity to plan, finance, and implement solutions to local development challenges, and ensuring that there is a commitment to see these solutions through effectively, inclusively, and with accountability.

Africa Lead's ultimate objective was to support African-led and African-owned policy processes and solutions to transform African agriculture, food security, and resilience.

From the continental policy system level to the sub-national system level, Africa Lead set out to elevate the focus on policy change and country capacity to manage the policy change process. This allowed for an increase in the role and contributions of non-state actors (NSAs) to agriculture transformation

- including the private sector. Success at every level was more likely when Africa Lead worked in direct collaboration with African partners in government and civil society. Additionally, coordination with USAID and other donor stakeholders, as well as donor implementers, was essential to ensure the alignment of policy and capacity building efforts focused on improving food security and resilience outcomes. Improving these outcomes required that countries and African partners brought their full suite of resources to bear, including fully inclusive human and institutional resources.

CONTINENTAL LEVEL

At the continental level, Africa Lead worked in partnership with the African Union Commission's Department of Rural Economy and Agriculture (AUC DREA) and in coordination with USAID's BFS. Africa Lead supported the capacity and engagement of NSAs in efforts related to the CAADP Biennial Review through various fora, including through the establishment and support of the CAADP Non-State Actors Coalition (CNC).

REGIONAL LEVEL

Working together with Regional Intergovernmental Organizations (RIGOs) / Regional Economic Communities (RECs) and USAID, Africa Lead's regional missions, Africa Lead staff, and programs supported collaboration between government, non-government and donor actors and institutions to engage in regional trade, food safety, and CAADP policy coordination and collaboration.

COUNTRY / BILATERAL LEVEL

With national plans and priorities at the forefront of many of our local partners' agendas, Africa Lead's country programs and staff supported country-level policy priorities and explored ways to link these objectives to sub-national, regional, and continental frameworks. In collaboration with USAID bilateral priorities, Africa Lead supported government agencies, NSAs, and individual leaders leading and contributing to national policy efforts.

CAADP Support from Continent to Country

	POLICY	INSTITUTIONS	USAID	AFRICA LEAD
CONTINENTAL	CAADP	African Union CAADP Non-State Actor Coalition (CNC)	Feed the Future (Bureau for Food Security)	
REGIONAL	REGIONAL POLICY	Regional Economic Communities & Regional Intergovernmental Organization Non-state Actors	USAID Regional Missions	
NATIONAL	NATIONAL POLICY	National Agriculture Ministries Non-state Actors	USAID Country Missions	
LOCAL	LOCAL POLICY	County, Local Government Authorities Community-based Organizations	USAID Implementing Partners	

SUB-NATIONAL LEVEL

Many of Africa Lead's programs reached actors and organizations at the sub-national level through our distributed and targeted trainings to provide education and capacity on national, regional, and continental policy priorities and frameworks. Additionally, engagement of these actors in national planning processes was incredibly important to comprehensive and informed policy processes and decision making. Africa Lead also explored grant programs to support sub-national NSAs to develop policy priorities from the grass roots and farmer level to feed into processes from the country to continental level.

> "CAADP...is an attempt by Africa to use agriculture to drive economic growth and transformation within countries...the biggest beneficiaries should be the farmers, majority of whom are smallholder farmers."
>
> - Robert Ouma, Senior Policy Advisor, Africa Lead

The African Union celebrated 2014 as the Year of Agriculture and Food Security in Africa, marking the 10th Anniversary of the adoption of the CAADP.

Tracking Africa's Progress on Agricultural Transformation: CAADP and the Biennial Review

With smallholder farmers at the heart of Africa's agricultural transformation, the continent has the ability to feed every man, woman, and child. Yet, Africa is still a net importer of food, spending up to USD 35 billion annually on food, a number that is expected to rise to 110 billion by 2025.

With a focus on rising malnutrition rates and the great opportunity to transform Africa's economy through agriculture, African Heads of State in 2003 launched the CAADP, Africa's policy framework for agricultural transformation, wealth creation, food security and nutrition, economic growth and prosperity for all.

"The more critical aspect of CAADP is that it is an attempt by Africa to use agriculture to drive economic growth and transformation within countries. And when you've got growth and transformation, then the biggest beneficiaries should be the farmers, the majority of whom are smallholder farmers," says Robert Ouma, Africa Lead's Senior Policy Advisor.

From 2003 – 2013, with broad goals and a few specific ones, CAADP focused attention and galvanized action on increasing public investment into agriculture and urging faster agricultural growth as agricultural production became an important issue on the continental agenda. In 2014, realizing that agricultural transformation was a more complex, multi-faceted challenge, African leaders with the support of Africa Lead, rejuvenated CAADP through the Malabo Declaration. The Malabo Declaration broadened the goals of CAADP to include seven high-level commitment areas that span a wide range of issues, policies, and programs relevant to agricultural transformation in Africa with very specific targeted results that would be measured.

To measure results and outcomes against its goals, CAADP established a results framework known as the Biennial Review. The first Biennial Review report released in 2018 measured progress on CAADP against 43 indicators

across the seven commitments of the Malabo Declaration. The findings were intended to feed information platforms established under CAADP and those engaged with agricultural and rural development in Africa. The review will continue to occur every two years until 2025.

As one of Feed the Future's capacity support programs to CAADP, Africa Lead worked as a key partner to enhance and advance the first Biennial Review process. Working with the AU and other partners, Africa Lead organized the initial training of trainers for the reporting process, facilitated six regional trainings in the data processing and reporting tools, and engaged its country facilitators to support the national CAADP teams in Ghana, Guinea, Kenya, Nigeria, Malawi, and Senegal to get the Biennial Review report to the finish line.

While the 2018 report showed that less than half of the 47 AU member states that reported were on track to meet the Malabo Declaration goals and targets by 2025, completing the first review process represented a major accomplishment in measuring progress toward achieving the specific goals set by African nations. The accompanying Africa Agriculture Transformation Scorecard (AATS) also revealed that each country was facing context-specific challenges. For that reason, each country profile in the report included three recommendations on what was needed to stay on track, or where improvements could be made to meet the Malabo targets.

"The scorecard is a transparency mechanism to drive transformation. It encourages heads of states and governments to assess original commitments made versus performance," said AUC DREA's Dr. Godfrey Bahiigwa in a 2018 Agrilinks blog post. The hope is, he continued, that with the Biennial Review, "Available to all stakeholders in agriculture…[it] will stimulate dialogue, collaborative problem solving and a more inclusive African-led process to increase investment in agriculture."

The 2nd Biennial Review process and accompanying report (to be released in January 2020) was also supported by Africa Lead facilitating country reporting trainings for over 200 people from nearly 50 countries. Africa Lead also provided facilitation support for the 15th CAADP Partnership Platform (PP) meeting in June 2019, where a new CAADP communications toolkit developed with communications support by Africa Lead, was

Africa Lead supported the launch of the CAADP Biennial Review communications and advocacy toolkit at the 15th CAADP Partnership Platform Meetings in June 2019.

launched. Available in both English and French, the toolkit provides an online interactive application to track African governments' progress towards CAADP goals, an overview of the results of the 2018 Biennial Review, and up to date information about the 2nd Biennial Review process.

The Biennial Review process has triggered dialogue that will be more inclusive and will engage a range of non-state actors, in particular civil society and the private sector. This will, hopefully, be a big win for Africa's agriculture and the millions of people across the continent that depend on it for their livelihood.

During Africa Lead's Capstone Learning event in October 2019, Christopher Shepherd-Pratt, Policy Chief of USAID's Bureau for Food Security, reflected on the Biennial Review's significance, "What's really encouraging for […] some of the other processes we're seeing in CAADP right now [is] we're seeing this type of [adaptive management] approach embodied in a continent-wide agenda. It says that accountability is important and that there's a willingness to change and learn."

Learn more at *www.africaleadftf.org/caadp*

Mapping Africa Lead's Impact to CAADP Malabo Commitments

CAADP GOALS

- Pursue agriculture-led growth strategy to achieve targets on food and nutrition security.
- Boost growth through regional cooperation and implementation of CAADP.
- Apply evidence-based planning, policy, dialogue review and accountability.
- Use of partnerships and alliances including farmers, agribusiness, and civil society.

- Uphold 10% public spending target.
- Create and enhance policy and institutional systems for private investment in agriculture, agri-business and agro-industries (priority to local investors).

- At least double agricultural productivity (focusing on Inputs, irrigation, mechanization).
- Reduce Post-Harvest Losses at least by half by 2025.
- Improve Nutrition: reduce stunting to 10% and underweight to 5% by 2035.

- Sustain annual agricultural GDP growth of at least 6%.
- Establish / strengthen inclusive public-private partnerships for at least 5 priority agricultural commodity value chains w/ strong linkage to smallholder agriculture.
- Create job opportunities for at least 30% of the youth in agricultural value chains.
- Preferential entry & participation by women and youth in gainful and attractive agribusiness.

- Triple intra-Africa trade in agricultural commodities and services.
- Policy: Fast track Continental Free Trade Area (CFTA) & transition to a continental Common External Tariff (CET) scheme.
- Policy: Facilitate agriculture-related trade negotiations and partnership agreements.

- Ensure that by 2025, at least 30% of farm/pastoral households are resilient to shocks.
- Enhance investments for resilience initiatives.
- Mainstream resilience and risk management.

- Conduct a biennial Agricultural Review Process.
- Foster alignment, harmonization and coordination for peer review and mutual accountability.
- Strengthen capacities for knowledge and data generation.

AADP

THE 7 MALABO COMMITMENTS

01 Recommitment to the Principles and Values of the CAADP Process

02 Enhancing Investment Finance in Agriculture

03 Ending Hunger in Africa by 2025

04 Halving Poverty by the year 2025, through Inclusive Agricultural Growth and Transformation

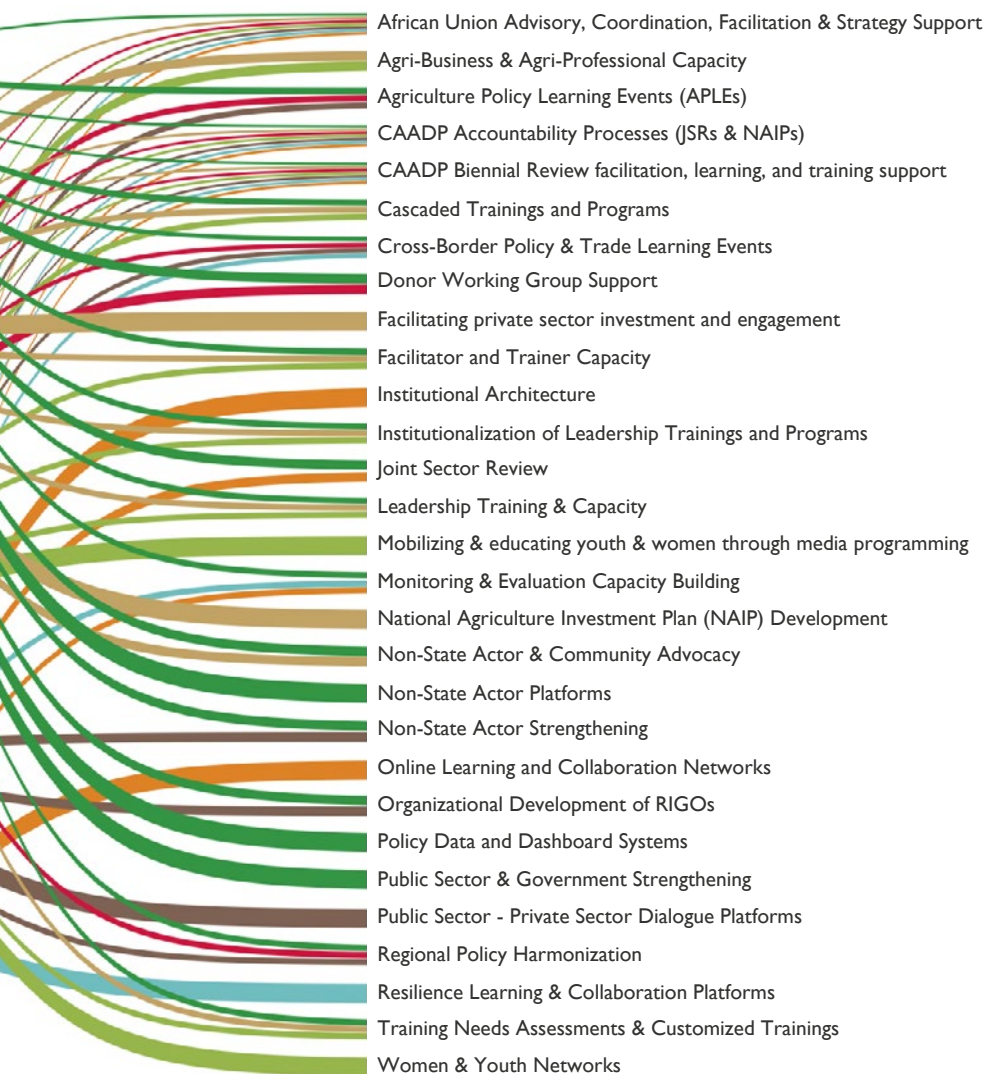**05** Boosting Intra-African Trade in Agricultural Commodities and Services

06 Enhancing Resilience of Livelihoods and Production Systems to Climate Variability and other related risks

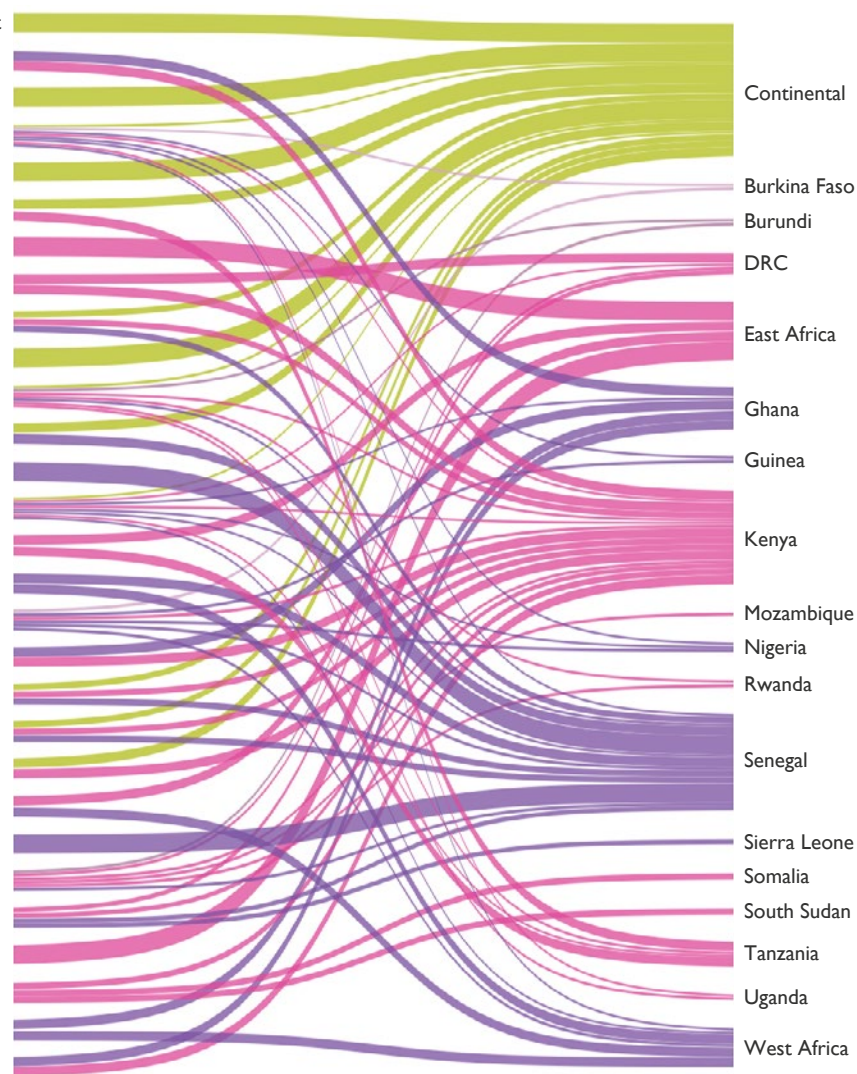**07** Mutual Accountability to Actions and Results

Since the launch of CAADP in 2003, African nations and leaders have been striving and working together to achieve agricultural transformation at the country level. However, in the first ten years it was difficult to understand how Africa was progressing on achieving the broad commitments and goals set out in 2003. In 2014, the African Union and member states through the Malabo Commitment, recommitted to a clear and measurable set of goals, organized in seven commitment categories, to achieve CAADP by 2025. Africa Lead played an important role in facilitating the initial development of these goals and the ongoing advancement and monitoring of progress. Additionally, Africa Lead's programming support from the country to the continental level aligned to the CAADP Malabo commitments in the following ways:

AFRICA LEAD's PROGRAM ACTIVITIES

African Union Advisory, Coordination, Facilitation & Strategy Support
Agri-Business & Agri-Professional Capacity
Agriculture Policy Learning Events (APLEs)
CAADP Accountability Processes (JSRs & NAIPs)
CAADP Biennial Review facilitation, learning, and training support
Cascaded Trainings and Programs
Cross-Border Policy & Trade Learning Events
Donor Working Group Support
Facilitating private sector investment and engagement
Facilitator and Trainer Capacity
Institutional Architecture
Institutionalization of Leadership Trainings and Programs
Joint Sector Review
Leadership Training & Capacity
Mobilizing & educating youth & women through media programming
Monitoring & Evaluation Capacity Building
National Agriculture Investment Plan (NAIP) Development
Non-State Actor & Community Advocacy
Non-State Actor Platforms
Non-State Actor Strengthening
Online Learning and Collaboration Networks
Organizational Development of RIGOs
Policy Data and Dashboard Systems
Public Sector & Government Strengthening
Public Sector - Private Sector Dialogue Platforms
Regional Policy Harmonization
Resilience Learning & Collaboration Platforms
Training Needs Assessments & Customized Trainings
Women & Youth Networks

GEOGRAPHIC FOCUS

Continental
Burkina Faso
Burundi
DRC
East Africa
Ghana
Guinea
Kenya
Mozambique
Nigeria
Rwanda
Senegal
Sierra Leone
Somalia
South Sudan
Tanzania
Uganda
West Africa

Improving Inclusion in Africa's Agriculture & CAADP

The CAADP Malabo Commitments set out to ensure inclusive agricultural transformation, involving the private sector, women, and youth. In all activities, Africa Lead set out to engage and support underrepresented voices in agriculture policy and agriculture development. Here's a snapshot of some of the project's work to advance inclusive agricultural transformation:

INCLUSION & ENGAGEMENT OF WOMEN

In sub-Saharan Africa women are heavily involved in food production, processing, and marketing. Yet, on average, only 15% of African women are landholders and are all too often left out of decisions and policy making. In African agricultural research institutions alone, women represent 24% of researchers and only 14% hold leadership positions.

Africa Lead programs and activities consciously targeted support and engagement of women leaders in government and NSA organizations. The program also sought to educate and sensitize leaders, organizations, and governments on the importance of incorporating and providing space for a more gender inclusive approach that truly represents the significant share women hold in Africa's agricultural transformation, in the field and in the boardroom.

PROGRAMMING TO SUPPORT WOMEN

2,598
Women from public sector/government institutions.

6,200
Women from NSA organizations supported.

36%
of individuals Africa Lead supported between 2014 - 2019 were women.

165
Women's groups supported.

INCLUSION & ENGAGEMENT OF THE PRIVATE SECTOR

Government alone can not be responsible for guiding, leading, and implementing transformational agendas. That's one of the reasons why Africa Lead focused on including the private sector in policy discussions and capacity building, reaching over 1,800 private sector companies and organizations in its work. Africa Lead facilitated the multisectoral development of National Agricultural Development Plans in six countries, with deep engagement of the private sector.

1,800 private sector companies engaged

INCLUSION & ENGAGEMENT OF YOUTH

Africa Lead programming set out to directly support this commitment by targeting youth in leadership development and advocacy campaigns; Champions for Change programs engaged youth networks in West Africa, NSA support targeted youth organizations, and a Youth Agribusiness Boot Camp became a popular training in Kenya and West Africa. Africa Lead also reached millions of women and youth with agriculture focused edutainment media programming in East Africa.

PROGRAMMING TO SUPPORT YOUTH

9.3 Million
Combined, media programming activities reached over 9 million estimated youth and women listeners and viewers.

4.1 Million
Don't Lose the Plot was viewed by 4.1 million youth in Kenya and Tanzania.

5.2 Million
In total, the Kumekucha campaign (radio, television and film - released in Tanzania) was listened to and viewed by an estimated 4.6 million youth and **686,000 women** in Tanzania.

862
Youth supported through 23 youth-specific events.
49%   51%

512
Youth trained through 11 youth-specific trainings.
46%   54%

Africa Lead's Story of Change & Evolution

Africa Lead (2013-2019) evolved from the predecessor project, Africa Lead I (2010-2013). The foundation of Africa Lead I's success was primarily in leadership capacity building. In its initial design, Africa Lead carried forward much of the programs, while expanding support to strengthen institutional capacity, the management of policy change and alignment processes, and enhance the capacity and engagement of NSAs, including the private sector.

Theory of Change

Africa Lead's theory of change was revisited over the course of the program as part of pause and reflect moments with stakeholders, beneficiaries, partners, and USAID staff. These pause and reflect moments included the Africa Lead Program Review (2013-2017), Africa Lead Lessons Learned Event (February 2018), and quarterly and annual staff reflections on lessons learned. Ultimately, as a result of our own adaptive management approach, a refined and updated Theory of Change (TOC) was adopted as part of a revised Performance, Monitoring, Evaluation, and Learning Plan (PMELP) submitted and accepted in early 2019.

The revised TOC (Figure 1) includes three "pillars" that ultimately contribute to improved African-led food security and resilience. These pillars are home to clusters of similar activities which are called "Program Areas." The following are the three pillars:

African-Led Food Security and Resilience
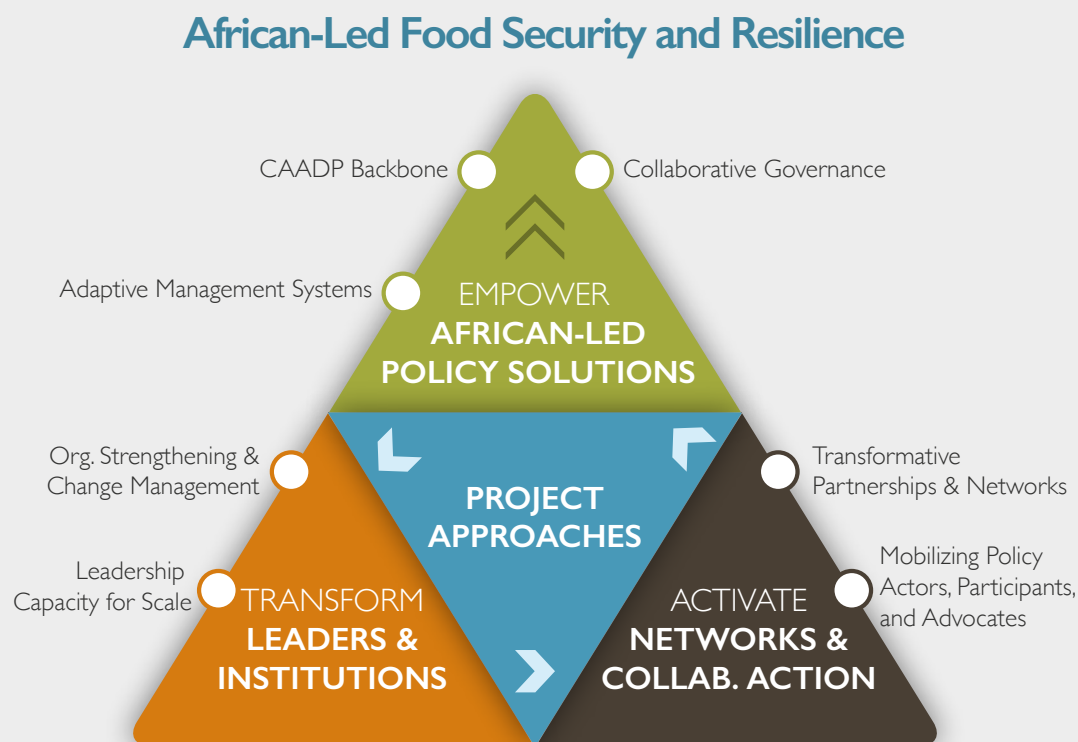
1. **Supporting the transformation of African leaders and organizations,**

2. **Activating networks and collaborative action, and**

3. **Empowering African-led policy solutions**

The TOC also reflects that Africa Lead's unique "Approaches" are central to the ability to deliver effective programming and activities in these pillars.

Pillar 1: Transform Leaders and Institutions

Africa Lead strengthened leadership and management capacity of key policy actors and stakeholders to improve institutional effectiveness for agricultural transformation. Institutional effectiveness in this context is defined as the capacity of individuals, organizations, and networks to develop, lead, and manage the iterative process of improving policies and programs over time. If leaders and institutions have strengthened capacity, they are better equipped to function at the system-level and perform key roles in the policy reform process, such as engage in inclusive dialogue, collaborate across organizations, and coordinate participation and platforms for coalition-building among a variety of stakeholders.

Pillar 2: Activate Networks and Collaborative Action

Activated networks and collaborative actions are key to driving transformative change. If stakeholders are able to engage in purposeful collaboration and make use of improved capacity (such as information, resources, skills, and relationships), then increased social capital and alignment will lead to inclusive and open dialogue, transparency, shared vision and trust among them. Africa Lead support under this pillar resulted in enhanced collaboration and effective coordination among food security and resilience stakeholders to activate networks, improve alignment with local priorities, and mobilize collective action.

Pillar 3: Empower African-Led Policy Solutions

When institutional effectiveness, leadership skills, and social capital are strengthened among key policy actors, then leaders and institutions are better able to collaborative effectively and institutionalize sustainable mechanisms and processes by which ongoing, incremental positive change leads to improved food security and resilience over time. Africa Lead worked to empower an inclusive set of stakeholders to lead by facilitation, adaptively manage, and hold themselves accountable for improved, broad-based food security and resilience policy outcomes.

Project Approaches under Africa Lead

1. **Adaptive Management / Design** - Learning platforms and data tools for organizations to inform planning, implementation, and decision making.

2. **Collaborating, Learning, & Adapting (CLA)** - A USAID practice and approach that helps USAID and USAID programs implement strategic collaboration, continuous learning, and adaptive management through all components of a Program Cycle.

3. **Collective Impact** - Using a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support organizations to achieve greater results.

4. **Facilitative Leadership** - Supporting groups of people and organizations to reflect and work together in solving complex, multi-stakeholder policy and program challenges.

5. **Facilitated & Experiential Learning** - Learning, knowledge, and skills through in-person learning visits, exchanges, and experiences.

6. **Institutional Integration** - Facilitating the cooperation and collaboration among different government organizations, both vertically and horizontally.

7. **Individual & Institutional Inclusion** - Ensuring all types of stakeholders, institutions, and voices are represented throughout the process.

8. **Integrated Strategic Communications** - Include planning for and the utilization of communications tools and strategies to enhance food security and resilience initiatives.

9. **Localization / African-led prioritization** - Support donors, NGOs, and other organizations to coordinate planning and decision making in the communities where their programs are implemented.

10. **Stakeholder Owned & Driven Process** - Putting trust in skills and know-how of committed counterpart leaders and organizations.

11. **Transformative Partnerships** - Partnerships that recognizes that no one organization or sector alone can solve complex development challenges leveraging combined skills, assets, technologies, and resources of the private, public, and nonprofit sectors.

12. **Exemplary Organizational Management & Leadership (Internal)** - Program operations and management utilize the same principles, approaches, and behaviors that guide our external programming.

Monitoring, Evaluation, Learning, & Adapting

By design, Africa Lead activities were demand-driven. The project was seen as a flexible mechanism to provide demand-driven support to various USAID offices and their local partners at the bi-lateral, regional, and continental level in support of agricultural transformation. In order to appreciate the whole of Africa Lead's impact, individual activities implemented by Africa Lead, USAID, and Feed the Future must be viewed within the larger context of the continental-wide goals which drive them. In this way, Africa Lead as a project was truly greater than the sum of its parts.

The complex and dynamic environments in which Africa Lead operated demand a flexible and adaptive monitoring and evaluation system that responds to both the accountability requirements and knowledge and learning needs of the program and our stakeholders. From this, Africa Lead was able to adapt programming along side local counterparts and USAID buy-ins.

Toward this end, Africa Lead used both quantitative and qualitative methods to assess the contribution of our interventions to changes in behavior, attitudes, norms, and performance of individuals, groups, and organizations, but also the overarching objective of African agricultural transformation.

Applying Collaborating, Learning, and Adapting (CLA)

These methods for assessing the contributions of Africa Lead to agricultural transformation were not used only for reporting accomplishments or achievements; these systems were also used to inform program staff and help identify ways to improve and more effectively design programs.

As Africa Lead regularly asked institutions and individuals to take on a self-reflective and adaptive management approach, it also applied this approach to its own staff and program management when considering improvements for the Program Cycle (CLA) and enabling conditions (Culture, Processes, and Resources).

Specifically, Africa Lead benefited a great deal from the reflection on how learning about the program could influence how the program adapted, utilizing pause and reflect moments and adaptive management to adjust Africa Lead's approach. Africa Lead also became more effective at utilizing these moments as learning moments for all of our beneficiaries and stakeholders by holding facilitated learning events that reflected on Africa Lead's role in advancing agricultural transformation and how those learnings could help shape our beneficiaries and stakeholders work and ownership of process in agricultural transformation.

Africa Lead Pause & Reflect Moments

Annual and Quarterly Buy-In Reviews and Reporting

Africa Lead performed regular and required quarterly and annual reporting from the inception of the program in 2013.

Across each of Africa Lead's regional and buy-in offices (East and Southern Africa, West Africa, and Continental), each office was encouraged to hold quarterly review meetings to reflect on successes and achievements during the previous quarter. During these quarterly review sessions staff also explored areas for improvement and invited stakeholders and other projects to attend the sessions to inform coordination and future planning. At the continental level, BFS staff were included in regular meetings, including an annual review session at the end of each fiscal year.

2013 - 2017 Program Review

After four years of implementation, working with many partners since 2010 under the first phase of Africa Lead, the goal of the Program Review was to gather information, feedback, and input on Africa Lead's impact and broader learning about progress toward agricultural transformation.

Between April and June 2017, Africa Lead conducted the Program Review which engaged a total of 153 individuals, representing 83 organizations,

through a total of 64 interviews in nine countries across 10 national and regional programs. The review drew on in-depth key informant interviews and focus group discussions with Africa Lead's partners, exploring local context and country or region-specific findings and conclusions to understand changes attributable to the program.

Utilizing a newly developed Benchmarking Performance for Agricultural Transformation (BPAT) tool, the Program Review led facilitated self-assessments with over 50 of Africa Lead's key beneficiaries, focusing on the following themes linked to improving institutional effectiveness for agricultural transformation: Transformational Leadership; Inclusivity; Coordination; Monitoring and Evaluation (M&E); Evidence-based Adaptation; and Resource and Investment Attraction.

The results which can be found in the Program Review report, were intended to help inform Africa Lead and other organizations on effective strategies for improving the performance of individuals, organizations, and networks working to align to CAADP and to transform agricultural programs and policies to improve food security outcomes. The newly developed BPAT, used for self-assessment across key Africa Lead partners, was designed to serve as a gauge to monitor progress over time.

2018 Lessons Learned Event

In early 2018, Africa Lead hosted a four-day stakeholder-driven event involving 80 individuals from USAID Missions, partner institutions, government agencies and organizations. The facilitated learning event reviewed lessons learned from the Program Review, as well as identified other emerging trends and lessons from Africa Lead's work. The goal was to gather lessons learned about Africa Lead's programming and provide recommendations for future food security capacity building programming. Africa Lead developed eight thought pieces and established breakout groups over three days, focused on the following areas: Capacity Development (Champions for Change, Organizational Development, Communications);

Facilitative Leadership; Continental to Country Coordination; Inclusive Policy Process; and Sustainability (Scaling, Mainstreaming, and Institutionalizing). Results of lessons learned were incorporated into the final year of programming (program year six) and are reflected in the lessons learned sections in this report.

2019 Final Program Year Learning Series

The objective of the Africa Lead Final Year Learning Series, held over a six-month period from June - November 2019, was to educate Africa Lead's partners about how the program evolved over the last six years and how the flexible mechanism allowed USAID and Feed the Future to respond to the rapidly changing African-led food security and resilience policy landscape. The learning series sought to transfer experience, knowledge, best practices, and lessons learned through a series of online webinars and in-person events (across Africa and a select number of events in Washington, DC), as well as through online materials (such as blogs and articles) and thought-leadership pieces. Kicked off by a webinar in partnership with Agrilinks and the African Union, more than ten events were held from June 2019 - November 2019, concluding with two capstone learning events in Washington, DC. The first was a final learning event about African-led policy efforts held at the National Press Club and hosted in partnership with the African Union. A final resilience learning event focused on resilience partnership models in conflict areas was held in partnership with USAID's Center for Resilience. Learning event material is available on Africa Lead's website at *www.africaleadftf.org/learning.*

Performance Monitoring

Africa Lead's original Performance Monitoring Plan (PMP) was approved in FY2015. In 2017, Africa Lead redesigned and expanded the original PMP to better address evaluation and learning objectives, and to reconcile data collection and indicator reporting standards with lessons learned during implementation. The 2017 revised Performance Monitoring, Evaluation, and Learning Plan (PMELP) retained the focus on CAADP and Feed the Future Monitoring and Evaluation (M&E) frameworks and indicators, while incorporating improved data collection processes and additional analysis (such as the design of Africa Lead's internal evaluation, called the Program Review) to measure significant project outcomes.

In Africa Lead's final year (FY2019) the project updated the PMELP to reflect the recently validated TOC, plans for end of program learning series, and updated targets for additional FY19 activities.

While it retained the same spirit and focus as previous iterations, the 2019 revised PMELP incorporated a number of important adjustments including:

- Replacement of the Africa Lead-specific results framework from the original PMP with the Global Food Security Strategy (GFSS) results framework.

- Addition of an updated project TOC, including realignment of project indicators under the new TOC.

- Alignment with the new GFSS indicators released officially in FY18 through the Feed the Future Handbook published in March 2018.

"Africa Lead is uniquely broad in terms of your reach, stakeholders, what you're hearing from the ground, all the way up to high-level governments and intergovernmental organizations. So, you're uniquely positioned as a learning activity to provide feedback to USAID as well, on gaps and opportunities ... not to just learn internally, but identifying gaps and opportunities for USAID as well."

- Luis Tolley, USAID East Africa

- Adjustment to project targets, including update to FY18 targets and addition of FY19 targets, given the project's no-cost extension through December 2019.

Africa Lead also reported to USAID's Feed the Future Monitoring System (FTFMS) on an annual basis. Monitoring data for FTFMS was disaggregated by Mission, and reported separately for each Mission, including BFS activities funded centrally by USAID/Washington.

Africa Lead Key Indicators

Indicators for monitoring and evaluating Africa Lead programs were classified into output, outcome, and context indicators. Output indicators focus on the delivery of tasks and activities that were under the direct control of Africa Lead. These indicators measured progress against performance targets, such as the number of individuals who received training and the number and type of institutions and organizations that received capacity building support from the project.

Outcome indicators measured intermediate results such as changes in knowledge, behavior, and practice at the individual and organizational levels due to training, knowledge transfer, technical assistance, and capacity building that are directly attributable to the project.

"In 2018, Africa Lead held a four-day Lessons Learned Event (LLE) in Kenya to capture lessons learned and generate recommendations for near and long-term programming."

Context indicators assessed change in areas that Africa Lead sought to contribute to indirectly, but were beyond the project's direct influence. While these outcomes are relevant and important to better understanding Africa Lead's results, they are not attributable to the project. Several of Africa Lead's context indicators were inspired by Feed the Future and Malabo Declaration indicators, but they were in fact custom context indicators.

Incorporating the 2018 Global Food Security Strategy (GFSS)

Africa Lead's 2019 revised PMELP incorporated three of the GFSS indicators published in the March 2018 Feed the Future Indicator Handbook.

- **EG.3-2** Number of individuals participating in United States Government (USG) food security programs
- **EG.3.2-24** Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance
- **EG.3.1-d** Number of milestones in improved institutional architecture for food security policy achieved with USG support

In addition, Africa Lead's Institutional Architecture Assessing, Prioritization and Planning (IA-APP) toolkit and approach, which was piloted in Kenya, Senegal, Tanzania, and Uganda, includes a self-assessment of NSA participation in policy development and implementation process, which effectively captures NSA feedback on mutual accountability process as well. The data and results of the IA-APP process were also important monitoring, evaluation, and learning (MEL) information for Africa Lead and local stakeholders.

Africa Lead Performance Results

Performance Indicator Tracking Table (2013 - 2019)

Life of Project (LOP) Targets ○

Life of Project (LOP) Achieved ○

INDIVIDUALS

1. Number of individuals participating in USG food security programs.

   Exceeded Target by 10%

   ♀ 36% Women
   25,971
   23,654
   ♀ 40% Women

2. Number of individuals receiving USG-supported short-term agricultural sector productivity or food security training.

   ♀ 48% Women
   6,755
   6,806
   ♀ 55% Women

3. Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance.

   Exceeded Target by 6%

   937
   888

POLICY

4. Number of milestones in improved institutional architecture for food security policy achieved with USG support.

   Exceeded Target by 48%

   40
   27

5. Number of knowledge products generated with support from Africa Lead.

   249
   231

6. Number of agricultural enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case.

   Stage 1: Analyzed; Stage 2: Drafted and presented for public/stakeholder consultation; Stage 3: Presented for legislation/decree; Stage 4: Passed/approved; Stage 5: Passed for which implementation has begun

   61
   58

INSTITUTIONS

7. Number of organizations receiving targeted assistance to build their capacity and/or enhance their organizational functions.

176

179

8. Percentage of institutions/organizations benefitting from targeted Africa Lead capacity building activities that apply improved practices.

Exceeded Target by 3.6%

94%

90%

9. Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance.

Exceeded Target by 33%

2,867

2,164

10. Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations, and CBOs that apply improved technologies or management practices as a result of USG assistance.

Exceeded Target by 6%

109

103

11. Number of organizations/institutions benefitting directly and indirectly from Africa Lead programming.

Exceeded Target by 9%

6,474

5,920

12. Number of events supported by Africa Lead to improve institutional effectiveness of food security actors in managing agricultural transformation across Africa.

Exceeded Target by 8%

742

685

ADVOCACY

13. Percentage of members of CAADP Non-State Actors Coalition (CNC) that see improvement in mechanisms, processes and systems for effective coordination among non-state actors.
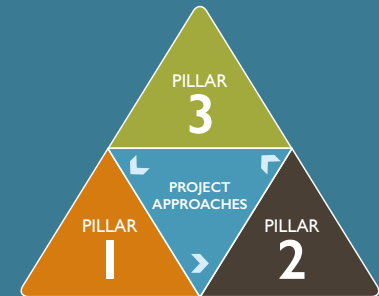
72%

14. Number of participants attending events to support greater engagement of NSAs in agricultural development and implementation.

36% Women

Exceeded Target by 10%

25,971

23,654

40% Women

+ Pillars of Impact

PILLAR 3

PROJECT APPROACHES

PILLAR 1

PILLAR 2

Youth Arise Organization (YAO) leadership training, Ghana 2017.

"A real leader uses every issue, no matter how serious and sensitive, to ensure that at the end of the debate we should emerge stronger and more united than ever before."

- Nelson Mandela

"If your dreams do not scare you, they are not big enough."

- Ellen Johnson Sirleaf, Nobel Peace Prize winner and former President of Liberia

PILLAR I

+ Transform Leaders & Institutions

Many countries supported under the U.S. Government's Global Food Security Strategy (GFSS) face barriers to strengthening policy systems to achieve agricultural transformation and food security goals because of weak leadership and fractured decision-making processes, as well as a lack of organizational capacity of local institutions to meet public policy goals. In addition, the policy reforms that could have the greatest impact on broad-based growth and food security usually present significant coordination, information, and mobilization challenges. The organizational capacity of many of the institutions necessary for stable and sustainable agricultural and food security policy reform is weak in relation to what is required of them.

Africa Lead worked to strengthen both individual leadership capacity and organizational capacity of local institutions to support policy and institutional reform, which serve as drivers and accelerators of agricultural transformation. Africa Lead worked to improve the leadership capacity of key actors in the policy system by building leadership skills through the Champions for Change (C4C) leadership training program. Africa Lead worked to build networks of facilitators and institutionalized the C4C training within local institutions to ensure sustainability.

Africa Lead's work on organizational development and institutional strengthening focused on building the capacity of key organizations through assessments, training, facilitation, and targeted technical assistance. With Africa Lead's support these individuals and organizations have increased their ability and effectiveness to successfully influence agricultural and food security policy reform.

Africa Lead Customized & Technical Trainings

6,755 Participants Trained

FEMALE 48%

MALE 52%

participants from **25** Countries

11 USAID Buy-Ins supported trainings

A subcategory of the customized trainings are
Champions for Change & Leadership Focused Trainings

3,096 Champions and Leaders trained from **18** countries with support from **10** Buy-Ins

TRANSFORM LEADERS & INSTITUTIONS

Leadership Capacity & Management at Scale

Africa Lead's work at the individual level focused on building resilient skills, especially around leadership, at all levels of the policy system. Research has shown that investments in individual leadership and change management capabilities generate substantial rates of return for organizational development and help to prepare future workforces. Africa Lead focused on strengthening the leadership and management capacity of key policy actors and stakeholders with targeted training focused on improving individual leadership capabilities.

Africa Lead's focus was not only on delivering leadership training and building the capacity of leaders. Africa Lead also focused on scaling and cascading trainings and entrenching the culture, concepts and programming of Africa Lead's approaches with long-term sustainability in mind. This involved working to build networks of leaders and facilitators, and to "institutionalize" the training curricula within local institutions and other donor programs.

> *"If you want the cooperation of humans around you, you must make them feel they are important - and you do that by being genuine and humble."*
>
> - Nelson Mandela

- **Leadership Training and Capacity** – A critical tool used by Africa Lead to build capacity was the C4C leadership training, which consisted of several modules on CAADP, national agriculture policy and food security, leadership, and change management. Africa Lead also developed an executive leadership course to build a cadre of leaders capable of facilitating a collaborative multi-stakeholder CAADP process.

- **Facilitator and Trainer Capacity** – Africa Lead established and supported the development of a continent-wide Africa Lead Facilitator/Trainer Network by providing extensive training to hundreds of new and existing teachers, trainers, and facilitators. Now, a cadre of 80-plus trainers and facilitators are equipped to meet the continuing demand for their services and facilitate transformational processes for Africa's agricultural reform.

- **Institutionalization of Leadership Training and Programs** – To foster local ownership of agricultural leadership programs, Africa Lead institutionalized C4C training into the curricula of universities and institutions, including six universities in Ghana, Senegal, and Nigeria. In Kenya, Africa Lead partnered with GIZ and the Ministry of Agriculture to deliver training to hundreds of leaders across all 47 counties.

- **Cascaded Training and Programs** – Through cascaded trainings and training of trainer (TOT) approaches, Africa Lead achieved scale and established a sustainable legacy for the C4C leadership training in countries including Kenya, Ghana, Nigeria, and Tanzania. Now, a cadre of local trainers is replicating the training curriculum, enabling it to reach more beneficiaries in a cost effective and efficient way.

- **Agri-Business & Agri-Professional Capacity** – Africa Lead established internship programs and provided agribusiness support to hundreds of young professionals and entrepreneurs. The Agribusiness Leadership Internship Program (A-LEAP) placed interns with small and medium-sized enterprises (SMEs) across Ghana. Africa Lead also piloted an Agribusiness Boot Camp in West Africa and Kenya and provided coaching support to early stage agribusiness in Tanzania.

CONTINENTAL

Champions for Change

The "Champions for Change" (C4C) leadership training was a cornerstone activity of Africa Lead, based on the core curriculum from Africa Lead I. A five-day customizable course given by trained facilitators, the C4C training was designed to train and motivate individual leaders at all levels of agriculture – farmers, government, NSA groups, and other key food security institutions – to catalyze the transformation of the agriculture sector and improve food security.

CONTINENTAL

Facilitator and Trainer Network

Nearly all of the Africa Lead trainings were delivered by Africa Lead-trained facilitators. The program invested in building the capacity of experienced facilitators and trainers and creating a network that was able to understand and facilitate discussions relating to agricultural transformation. This network of nearly 100 trainers across the continent conducted training in over 27 different content areas for approximately 312 different organizations, institutions, and agencies.

WEST AFRICA

West African Universities & Champions for Change

In an effort to institutionalize transformative food security leadership development, Africa Lead worked to build the sustainability of the C4C Leadership training by institutionalizing the C4C modules into university curriculum in three countries including Ghana, Senegal, and Nigeria. In total, six universities have adopted the C4C modules into their core agricultural curriculum and 600 students have completed the courses.

Executive Leadership Course for Africa's Food Security

In the sixth and final program year, Africa Lead piloted a new leadership training program based on lessons learned from Africa Lead I and II. The intensive six-month program combined in-person workshops and online learning with action learning projects and on-the-job feedback. Delivered to a cohort of 20 competitively selected leaders from East and Southern Africa, the training required participants to pay for or enlist their organization or company to pay for a portion of their tuition. At the conclusion of the course, Africa Lead collected feedback from peers and colleagues of the participants. Ninety-five percent of respondents reported an improvement in some combination of leadership ability, effectiveness, and motivation of the relevant participant during the period of the course.

Kenya Institutionalization of the Champions for Change Leadership Training

To develop leadership capacity in Kenya's agricultural sector, Africa Lead provided C4C training to individuals throughout the country, including staff at the Council of Governor's Secretariat, County Executive Committee members, and NSAs, as well as many others. After the success of initial training sessions with top county officials, stakeholders requested that the training be replicated and expanded to county executives, officers, and other officials in all 47 counties. Africa Lead trained 60 trainers and worked with the Ministry of Agriculture, Livestock and Fisheries (MoALF) to roll out a national C4C training program. This training is ongoing with support from the German development agency GIZ and the Agriculture Sector Development Program (ADSP).

Rose Funja, Tanzania
Young Champions for Change Fellows Training, Tanzania, 2014

Rose is passionate about the use of information communication technology (ICT) for agriculture. Today, she runs Agrinfo Company LTD, a technology company she started to organize the agribusiness sector's information and make it accessible and easily searchable for farmers.

"The Champions for Change training empowered me to pursue ICT for agriculture, specifically the use of drones for agriculture. It also equipped me with leadership skills and knowledge on how to be an agent for change. Today, we are working in three villages in Chemba district, and piloting a maize pre-harvest loss project in Dodoma (Tanzania) that will use drone data to calibrate satellite imagery."

Beatrice Kirui, Kenya
Bomet County Kenya - Champions for Change Training Kenya, 2016

In 2015 and 2016, Africa Lead delivered 35 C4C trainings in partnership with 22 of Kenya's 47 county governments reaching 1,075 government employees and NSA leaders.

"After the Champions for Change training, my county [Bomet County] realized that transforming the agriculture sector needed more extension officers and technical staff. We trained and employed more [youth] extension workers reducing the extension officer to farmer ratio from 1:2,000 to 1:1,200," said Beatrice Kirui who participated in the training at the time as the Bomet County Executive Commissioner for Agriculture and Agribusiness. As a result of action planning completed in the trainings, the county enhanced productivity in the dairy, feed, and fodder sectors, and identified opportunities for local sale and export of sweet potatoes produced in the county, leading to the development of a new sweet potato bread factory.

Aichi Kitalyi, Tanzania

Training of Trainers Course, Continental 2016

With a PhD in Agriculture from the University of Reading, UK, Aichi Kitalyi a Tanzania-based Africa Lead facilitator and trainer, says the Training of Trainers (TOT) course gave her the skills that have allowed her to provide facilitation for various country-level policy efforts and several food security focused organizations including the Common Market for Eastern and Southern Africa (COMESA), United Nations Food and Agriculture Organization (FAO), World Bank, International Livestock Research Institute (ILRI), and Heifer International.

"The Champions for Change training matured me into a professional facilitator. I learned the meaning and values of emotional intelligence and got introduced to cognitive psychology concepts. I have facilitated more than 30 professional convenings, the biggest being the nationwide socialization convening for the Agriculture Sector Development Program (ASDP 2) in Tanzania."

Vozbeth Kofi Azumah, Ghana

Agribusiness and Entrepreneurship Development Bootcamp, Ghana 2017

Before October 2017, Vozbeth Kofi Azumah had never thought of getting involved in agriculture. Then he participated in USAID/Ghana and Africa Lead's Beige Foundation Agribusiness and Entrepreneurship Development Boot Camp, which he says is where his "agricultural journey started and was shaped by the training."

"The good news," he told Africa Lead in 2018, "is that after the training, the skills acquired have helped me to win a pitching competition worth 120,000 GHS (or $20,000 USD) as equity financing to support my startup livestock company Breeder's Hub." Vozbeth was the lead feature in the May 2019 New York Times article about Africa's agripreneurs entitled Millennials 'Make Farming Sexy' in Africa, Where Tilling the Soil Once Meant Shame by Sarah Maslin Nir.

TRANSFORM LEADERS & INSTITUTIONS

Organizational Strengthening & Change Management

Strong leaders must have enabling environments to work within. To complement Africa Lead's leadership strengthening efforts, the program worked to improve capacity among targeted and key institutions involved in developing and managing national agricultural and food security programs. Africa Lead applied different approaches across the program to assess organizational capacity, diagnose issues, and ultimately, prepare a plan and recommendations to support organizational strengthening and change management.

Africa Lead focused on strengthening organizations and institutions in the following ways:

- **Public Sector and Government Strengthening** – Africa Lead worked with 2,226 public sector and government organizations to build capacity for better communication, collaboration, and more effective policy-making and implementation. Africa Lead worked at all levels of government, including local county governments in Kenya, ministries in multiple countries such as Ghana and Senegal, with intra-governmental organizations like Bureau de Strategie et Developpement (BSD) in Guinea, and national-level governmental organizations such as the National Drought Management Authority (NDMA) in Kenya. In many of these cases, Africa Lead provided organizational strengthening support in the form of leadership training, facilitation, team building, and collaborative work activities that addressed internal roadblocks and resulted in positive steps forward.

- **Non-State Actor Strengthening** – Africa Lead made it a priority to work with NSA organizations to help move the needle on agriculture and food security policy transformation. Over the course of the project, Africa Lead supported 940 NSAs. Much of Africa Lead's support to NSAs involved capacity assessments, change management, training, facilitation, and targeted technical assistance to key organizations. Africa Lead also provided support to six NSAs through the NSA Small Grants Program, which sought to strengthen the network of NSAs aligned to CAADP to improve citizen engagement in food security at sub-national and national levels.

- **Organizational Development of Regional Intergovernmental Organizations** – Policy reforms that can have the greatest impact on broad-based growth and food security usually present significant coordination, information, and mobilization challenges. Regional Intergovernmental Organizations (RIGOs), such as the East Africa Community (EAC), African Union Commission's Department of Rural Economy and Agriculture (AUC DREA), Economic Community of West African States (ECOWAS) and Conseil ouest et centre africain pour la recherche et le développement agricoles/ West and Central Africa Council for Agricultural Research and Development (CORAF/WECARD) are uniquely positioned to encourage policy reform and help overcome these challenges. However, many RIGOs struggled with organizational capacity challenges themselves. Africa Lead worked with these organizations to identify issues, in some cases through institutional architecture assessments or institutional audits, and helped develop recommendations and strategies to improve organizational capacity.

- **Training Needs Assessments and Customized Training** – Africa Lead support often began with an organizational capacity assessment (OCA), which is a tool that holistically examines an organization to identify and address critical issues. But in some cases, Africa Lead moved immediately to support identified needs (either through rapid assessments, workshops, or training needs assessments) with organizations to achieve targeted results. This approach is based on the idea that some organizations have clearly identifiable weaknesses that do not require an OCA, and that an effective approach is to start working on building capacity in targeted areas that provide a win to the project's goals and establish a first demonstrable step in organizational change. Africa Lead utilized this approach with ECOWAS and BSD in Guinea.

TANZANIA

Agriculture Non-State Actors Forum (ANSAF)

ANSAF, an umbrella organization of farmer groups, NGOs, and private companies in Tanzania, received a variety of assistance from Africa Lead including a C4C training, CAADP sensitization, a stakeholder mapping, and technical assistance and facilitation support for several critical learning events. Africa Lead and ANSAF also worked together to create and facilitate the Policy Action Group, which coordinates research for agriculture policy reform. With support from Africa Lead, ANSAF successfully influenced the Government of Tanzania to lift the export ban on cereals, as well as enhance legislation and certification of fertilizers. The lift of the export ban on cereals led to increased income for farmers and an increased food supply for regional trading partners.

EAST AFRICA

The East Africa Community (EAC)

Africa Lead conducted an Institutional Architecture Assessment (IAA) focused on the Department of EAC Secretariat that provided useful findings that led to immediate action on several key recommendations, such as the development of a new Regional CAADP Compact and a revised Food Security Action Plan and Results Framework, which outlines specific indicators to track progress against commitments to the overall investment plan for the region. The recommendations from the IAA also helped the EAC to develop a revised Regional Agricultural Investment Plan to prioritize resources and investments to improve food security at the regional level.

KENYA

Agricultural Council of Kenya (AgCK)

Africa Lead provided critical organizational development for AgCK by advising the organization on developing a governance structure, annual work plans, a business plan, and resource mobilization and institutional sustainability strategies. Africa Lead also helped AgCK establish a secretariat to guide its work and increase engagement with sub-national NSAs. With Africa Lead's support, AgCK now serves as an apex body to facilitate private sector and youth and farmer group participation in the country's processes to develop its Agriculture Sector Transformation and Growth Strategy (ASTGS) and NAIP.

West and Central Africa Council for Agricultural Research and Development (CORAF)

A council with 22 member states in West and Central Africa, CORAF has a mission to promote and enable sustainable improvements in agricultural productivity, competitiveness, and markets in West and Central Africa. Africa Lead provided targeted technical assistance including support to the Board of Directors via a Board Governance Capacity Development Workshop, Advanced Leadership and Team Building Training, M&E/Results Based Management (RBM) training, and an institutional audit to identify areas of improvement in CORAF's management structure and practices to reinforce its financial sustainability and mandate as the lead agricultural research institution in West Africa.

Bureau de Strategie et Developpement (BSD)

The BSD was an existing intra-governmental coordination mechanism between the four key ministries involved in agricultural issues. Africa Lead conducted a participatory training needs assessment for BSD staff that showed that the BSDs in charge of agriculture in Guinea faced challenges in the formulation and monitoring and evaluation of agriculture development policies. The BSD also faced challenges in terms of lack of trust, conflict, and confusion among the members about their roles. Africa Lead designed a capacity-building plan for the BSD to address these weaknesses. In addition, the process to review and revise the Plan National d'Investissement Agricole, de Sécurité Alimentaire et de Nutrition (PNIASAN) - generally referred to as the National Agriculture Investment Plan (NAIP) in Guinea - helped the four ministries build a common vision for success across each organization. The strategic planning exercise and other facilitated sessions supported by Africa Lead helped clarify roles and fostered a sense of collective ownership over the PNIASAN II development, and ultimately, its implementation.

JUSTUS MONDA

Kenya's Agriculture Sector Finds Its Unified Voice

Justus Monda walks through a dry, shrub-filled plot of land to meet his neighbors who have gathered to help him harvest this season's maize. The field was once filled with pyrethrum flowers, but he's had to turn to maize as his main crop due to poor pyrethrum yields and prices. Growing up in the fertile highlands of Southwestern Kenya famous for bananas, Justus was raised by crop-growing parents who always ensured they had enough food to eat, and some to sell to cover basic needs. After finishing his education, Justus moved to Kenya's Central Rift Valley to work as a banker, and bought his first piece of land to venture into farming pyrethrum.

Thirty-two years later, Justus is a leading advocate for farmers as the chair of the Agriculture Council of Kenya (AgCK), an institution supported by USAID Kenya through Feed the Future's Africa Lead program. AgCK was established in 2015 by six agriculture sector interest groups. Now the organization includes 10 apex organizations and 13 affiliate organizations, representing the interests of about 2.8 million individuals involved in agriculture across Kenya.

"AgCK is unique because it was formed by the leaders of Kenya's agriculture interest groups - farmers and producers, the private sector, extension services, academia and research, youth, women, agro-dealers - to speak with one voice. We see our interests as the same, to create a more food-secure Kenya," says Justus.

Justus, like many of his colleagues on AgCK's Steering Committee, became a leader in Kenya's agriculture sector because of the challenges he faced as a farmer. As a young farmer in the pyrethrum industry, he saw many ups and downs. In his early years, Justus enjoyed the great rewards of the little known crop; there was a ready market and farmers' payments were always on time. In the years that followed, this "magical crop", as he calls it, no longer fetched meaningful returns. Prices dwindled and the lack of a proper regulatory body meant that middlemen could cripple profits. These experiences inspired him to be a voice for farmers' issues and a more organized agriculture sector, and in 2001 he formed the Kenya Pyrethrum Growers Association.

Over the years, millions of Kenya's agriculturalists have been represented

by various interest groups, depending on their crop or business. And while there has been individual success for the various organizations, many of the organizations realized they lacked a unified voice to coordinate lobbying, advocacy, and education efforts targeted at the various levels of government and agriculture planning. The result, according to Justus, has been an agriculture sector that is failing to feed Kenyans like it fed him when he was a child.

"It is a pity that 3.5 million people are staring at hunger. The government [is] running up and down distributing food," says Justus. "But food can be produced, organized, and distributed by the farmers themselves, given the right infrastructure."

Justus is clear to point out that AgCK is not an organization for leaders of

The launch of AgCK's Strategic Plan 2016 - 2021

"Food can be produced, organized, and distributed by the farmers themselves, given the right infrastructure."

agribusiness. Instead, it seeks to represent under-represented groups that make agriculture a major part of Kenya's economy. Seventy-five percent of Kenyans derive all or part of their livelihoods from agriculture which also accounts for more than half of Kenya's gross domestic product. Yet small farmers and those who rely on agribusiness struggle to reach policy makers with their grievances and solutions for better policies.

"Farmers' problems at grassroot-level don't seem to reach the decision makers at the top. We need a voice to take our plight and ideas to the national government for them to know our state as farmers," says Steven Ndambuki, a farmer from Makueni County in Eastern Kenya, who is represented by Kenya's Small Scale Farmers Federation, a member of AgCK's Steering Committee.

Africa Lead's support came just as AgCK was beginning to take shape in

2016. As part of the program's continental focus on supporting NSAs' engagement in agricultural policy dialogue, Africa Lead provided AgCK with technical support for organizational development. Africa Lead supported AgCK through stakeholder consultations, membership and communication strategy development, and development of a new website to host the organization's materials and updates.

Justus points out that Africa Lead's support not only helped AgCK grow and become more stable, it also linked them to other African NSAs through the CAADP Non-State Actors Coalition (CNC), another Africa Lead partner. He also points out that the support helped to improve Kenyan NSAs' engagement in CAADP and associated processes.

"We now have a space at the presidential roundtable, so that…issues that affect farmers at whatever level, are picked from there," says Justus.

With a growing membership, and leadership structure made up of champions like Justus at the helm, the future looks bright for AgCK. More importantly, Justus and his colleagues know that they have now found their unified voice.
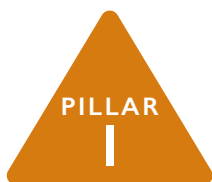
Learning from Transforming Leaders and Institutions

PILLAR I

Since 2010, Africa Lead has been adapting its programming to build off lessons learned related to transforming leaders, which was the singular focus of Africa Lead I. The second phase of Africa Lead included a major shift in the design to focus on strengthening the institutions that leaders work within or are attempting to work with to effect change, rather than just the leader on their own. Leadership development, when complemented by improving institutions provides a comprehensive set of tools to transform both leaders and institutions. Good leadership achieves much more when exercised in the context of a functional and facilitative institutional environment.

Lessons

- **Leadership is an important factor in achieving development outcomes.** Africa Lead's experience has demonstrated that facilitative leadership leads to more inclusive and sustainable outcomes. To sustain gains from facilitative leadership, its application must be consistent and long-term.

- **Emotional intelligence is foundational for effective leadership.** Leadership is a journey that requires long-term commitment through self-directed learning required to strengthen one's emotional skills, behaviors, and habits. Africa Lead's experience demonstrated that emotional intelligence is just as important as technical skill or experience for leading organizations and inspiring change.

- **Applied learning enhances application of leadership skills and action.** Applied learning for leaders, such as individual action learning projects, leads to organizational and systems change. Learning together in small groups (cohorts) consisting of diverse stakeholders who share the same challenge can result in solutions to complex systems-level problems and projects.

- **Longer, action-oriented training engagements, using different sets of tools and approaches, may have greater impact on commitment.** Africa Lead found evidence that while providing short, five-day courses led to people being inspired, longer, six-month courses both inspired people and led to results in terms of committed, self-directed continuous learning and applied action.

- **Leadership development opportunities should be demand-driven, not supply-driven.** Africa Lead's experience demonstrates that competitive application processes lead to greater individual engagement. Evaluation criteria and a selection process that requires individuals to apply vs. being chosen by supervisors, donors, or other means, leads to more committed participants who place a higher value on the leadership development opportunity. Further, demand is best demonstrated when participants and/or their sponsoring organizations show commitment by sharing costs.

- **Scaling or cascading of training requires continuous support and tracking.** Africa Lead's efforts to encourage trainees, including trainers, to independently cascade training on a volunteer basis, presented some

challenges as a strategy for scaling. While continued support from a project or local partner could achieve better results, we believe scale can best be reached by supporting a market-driven approach with the participation of training institutes, universities and/or other organizations.

- **Open-minded and receptive leaders within organizations advance reform efforts.** Open, reform-minded leaders, who see the need for external support and are ready to act on recommendations, are a critical success factor in enabling constructive engagement. Champions with a high level of organizational influence need to be identified early and engaged in the organizational development process.

- **Organizational development interventions should be designed in the context of the client's/organization's broader role in the policy system.** To ignore the institutional and policy landscape, and in particular the expectations of other players, could undermine the entire organizational development effort. Thus organizational development intervention and design should be customized to address specific organization gaps that hinder an effective policy environment and agricultural transformation. Over time, Africa Lead developed and utilized a variety of approaches and tools to assess and support organizational development.

- **The effectiveness of organizational development support hinges on strong commitment from the organizations' leaders.** Donors and other interested parties, despite good intentions, cannot drive or influence the outcomes of organizational development support. The success of organizational development support depends almost entirely on the organizations' awareness of its shortcomings and desire to improve. Further, the organizations' leaders and managers should be engaged in the organizational development strengthening process from the initial diagnosis stage onward.

Recommendations

- **Create applied learning experiences and opportunities for networking/sharing of learning between peers in their training journey.** Incorporate applied and experiential learning experiences to ground the learning concepts in everyday scenarios.

- **Link agricultural leadership development to a larger policy context and a specific outcome.** These could be national policy reviews, CAADP processes or any other relevant convening issue. The training/OD support should have a specific agricultural transformation or policy challenge as a focus of the leadership development.

- **Create selection criteria and a competitive process that requires trainees to self-select.** A thoughtfully designed, competitive, diligent selection and application process for participants helps to identify the most committed and ready trainees. It also removes those who do not want to be engaged in the learning process, allowing programs to reach those who are ready.

- **Provide an opportunity for individuals to "buyin."** Individuals and leaders should prove they are invested in the process by "buying-in" or paying for all or a portion of the training costs, participating in a challenging application process, or through other means.

- **Increase length of engagement with participants.** Training of several months or more, as well as sustained post-training engagement with participants, including through coaching, can enhance training results and foster a commitment to long-term, self-directed training.

- **Create immediate and long term feedback and monitoring moments.** Immediate and ongoing assessments of behavior change and feedback allow for understanding how trainings truly impact an individual. An extended period of time allows for monitoring of changes to behavior over a longer period of time.

- **Create performance benchmarks early to help counterparts monitor and track their own progress.** Benchmark key NSA and government actors in the agricultural transformation process at the

beginning of the program, and follow up every one to two years. This baseline helps to understand if change is happening.

- **Create competitive and selective grant programs to ensure committed institutions seek out the development opportunities themselves.** Grant programs create a selective process that requires institutions to show capacity and commitment, generate ownership and locally generated concepts. As a result institutions create their own plan and self-determined direction and goals. Funding can be distributed incrementally based on measurable milestones that allow organizations to meet their goals and prove ability.

- **Utilize a variety of appropriate approaches.** The implementing partner should have a variety of approaches and tools for organizational capacity development, and should customize assessment and support according to each organization's unique context, strengths, and weaknesses.

Tools and Resources

Champions for Change Curriculum

This training curriculum has become a flagship offering of the Africa Lead program and can be customized to a variety of contexts and stakeholder groups to scale up the cadre of individuals who understand the impact of strategic thinking and planning related to CAADP.
open link

Facilitative Leadership Learning Brief and Presentation

These resources draw upon examples of Africa Lead's work in three countries to use facilitative leadership to better enable policy reform progress around agriculture and capture useful lessons around what enables this type of facilitation to work and what makes it challenging.
*open link*

Benchmarking Performance for Agricultural Transformation (BPAT) Tool

The BPAT is a facilitated, self-assessment tool that helps key governmental and non-state actors assess their performance in implementing CAADP commitments. Africa Lead developed the BPAT in 2017 through the internal Program Review, and has developed a modified/abbreviated version to guide more interim follow-up with relevant organizations.
open link

Africa Lead Trainer Directory
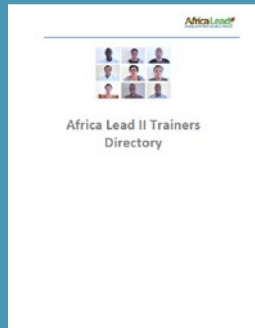
Africa Lead has invested in building the capacity of experienced trainers/facilitators that are able to understand and facilitate discussions relating to agricultural transformation and have a proven track record in delivering capacity building training programs for multiple stakeholders within the agricultural sector.
open link

## Africa Lead Program Review (2013-2017)

Between April and June 2017, Africa Lead conducted an internal Program Review which engaged a total of 153 individuals, representing 83 organizations, through a total of 64 interviews in nine countries across 10 national and regional programs. Additional detail on the local context and country or region-specific findings and conclusions, can be found in accompanying material.
open link

Article: The Hard and Soft Facts of Facilitative Leadership
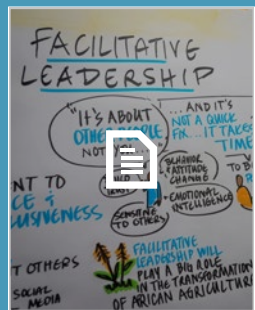
This blog describes the importance of facilitative leadership and examines the research on the critical role it plays in multi-stakeholder initiatives.
open link

Video: Agriculture Council of Kenya

As part of Africa Lead's continental focus on supporting NSAs' engagement in agricultural policy dialogue, the program provided support to the Agricultural Council of Kenya to strengthen its organizational development. This learning product depicts the organization's journey. *open link*

Panel discussion at Africa Lead's capstone learning event in Washington DC.

PILLAR 2

+ Activate Networks & Collaborative Action

Africa Lead recognized that strong individual or institutional leadership alone is insufficient to catalyze and sustain transformational change in the agricultural sector. This recognition was reflected in the project's theory of change: if stakeholders use improved capacity (such as information, resources, skills, and relationships) and engage in purposeful collaboration, then social capital and alignment will increase, leading to open dialogue, the development of a shared vision, transparency, and trust between partners.

As such, Africa Lead complemented capacity building for effective leaders and institutions with support to "activate networks and collective action." Africa Lead developed and strengthened transformative partnerships and networks such as NSA platforms and women and youth networks that make collective action possible. These partnerships and networks build resilient relationships among policy system actors and institutions, as well as streamline communication, facilitate the mobilization of resources, and build broad support for policy priorities. Perhaps most importantly, they give stakeholders an opportunity to work together successfully, thereby building the trust to sustain collaboration and improve policy coherence.

As part of this work, Africa Lead also mobilized policy actors, participants, and advocates traditionally underrepresented in policy dialogues and debates, including women, youth, private sector representatives, and community stakeholders. Expanding and diversifying the voices in policy dialogues ensures leaders have a robust evidence base on which to make policy decisions.

25 non-state actor platforms and associations supported in **7** countries, plus **3** at the regional or continental level

4 women & youth networks supported in Ghana representing at least **1,700** people and **22** organizations

Over **300** people engaged in **4** online networks as part of the Africa Food Security Network (www.africafoodsecurity.net)

Learning and collaboration support to **4** resilience learning and collaboration platforms in East Africa representing over **200** local, national and regional organizations, USAID implementing partners and other donors in East Africa, Kenya, Somalia, and South Sudan

Key Results from Africa Lead's CAADP NSA Small grants program

$98,000 to **6** organizations in Kenya, **1** in Senegal representing reach to **6 million** individuals at subnational level

23 events held, engaging over 800 individuals

4,000 households participated in providing agriculture policy-related data points

9 learning products or policy recommendation briefs created

$32,000 leveraged in cost share with partner organizations

ACTIVATE NETWORKS &
COLLABORATIVE ACTION

Transformative Partnerships & Networks

Africa Lead sought to develop and strengthen the multi-sectoral, multi-stakeholder collaborative networks, practices, and platforms that make collaborative action possible. These mechanisms help build strong linkages among policy system actors and institutions, as well as streamline communication, facilitate the mobilization of resources, and engender broad stakeholder support for policy priorities, including among groups like women and youth often excluded from policy conversations. By giving stakeholders opportunities to work together successfully, they also build the trust to sustain collaboration and improve policy coherence.

Africa Lead's work in this program area focused on the following:

"Africa's story has been written by others; we need to own our problems and solutions and write our story."

- Paul Kagame, President of Rwanda

- **NSA Platforms** - A key aspect of improving policy dialogue is broadening stakeholder participation. NSA platforms are an effective means of bringing together diverse agricultural stakeholders to discuss, prioritize, and advocate policies. Africa Lead supported numerous platforms of this sort, including at the national and continental levels, in participating more fully and effectively in policymaking discussions.

- **Women and Youth Networks** - Youth and women's networks can draw new participants into the agricultural sector, build the skills of existing agribusiness entrepreneurs, and advocate the development and implementation of policies related to youth in agriculture. Africa Lead built the capacity of several such networks, as well as offered skills training to agribusiness entrepreneurs across the continent.

- **Online Learning and Collaboration Networks** - One of the major recommendations from the first CAADP Biennial Review was to establish a country-to-country, peer-learning and collaboration platform for the exchange of best practices. In response, Africa Lead worked with the African Union to create such a network to facilitate learning and sharing among practitioners and technicians working on CAADP at the country level.

- **Resilience Learning and Collaboration Platforms** - These platforms facilitate the joint humanitarian and development analysis, planning, and implementation central to USAID's use of resilience as an analytical, programmatic, and organizing concept in East Africa. To help put this approach into practice, Africa Lead facilitated the development and use of tools and approaches for joint analysis, learning, and work planning.

Organizations connected through Africa Lead activities (2014 - 2019)
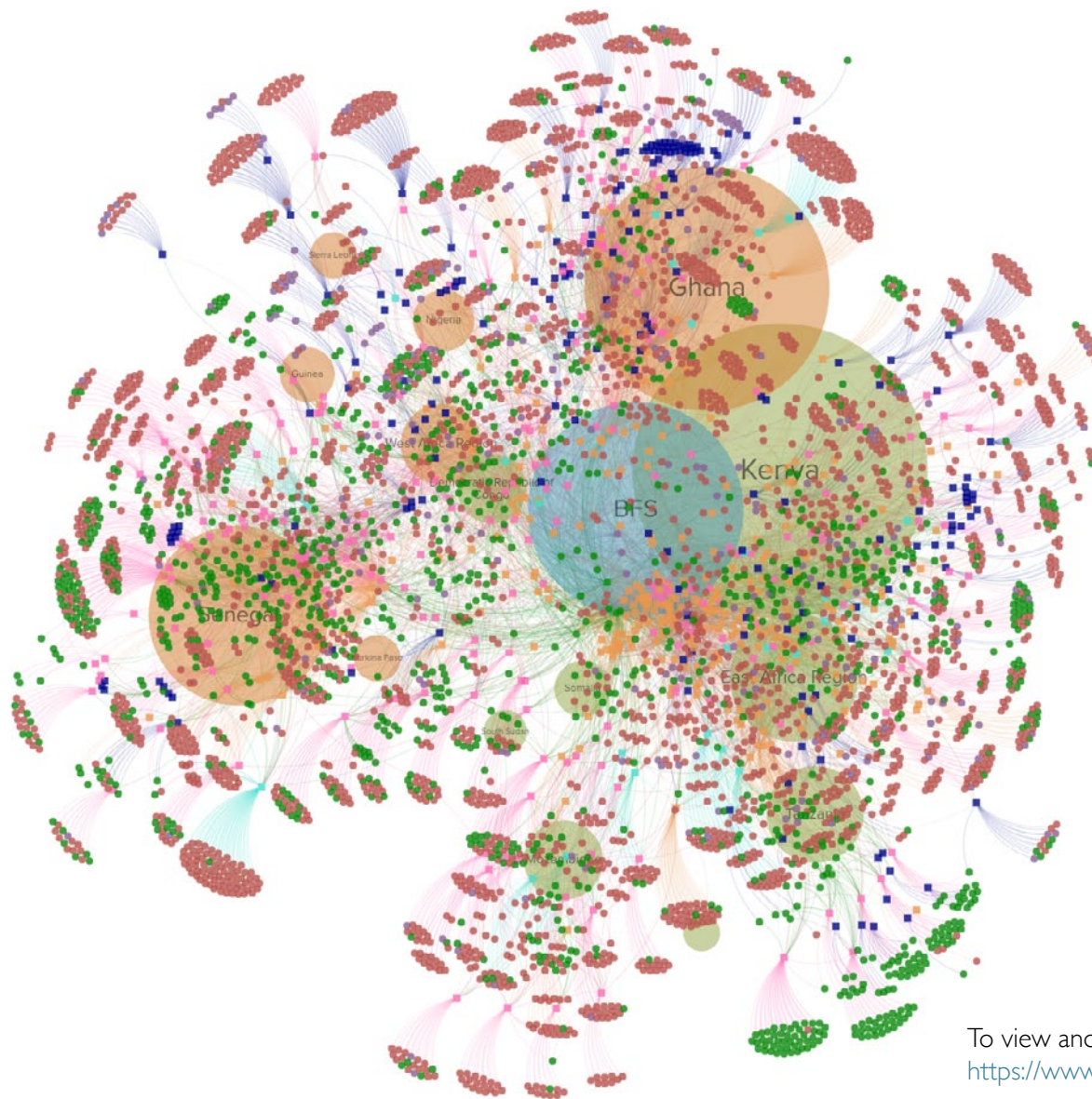
KEY PARTNERS

- 🔴 Non-State Actors including Private Sector
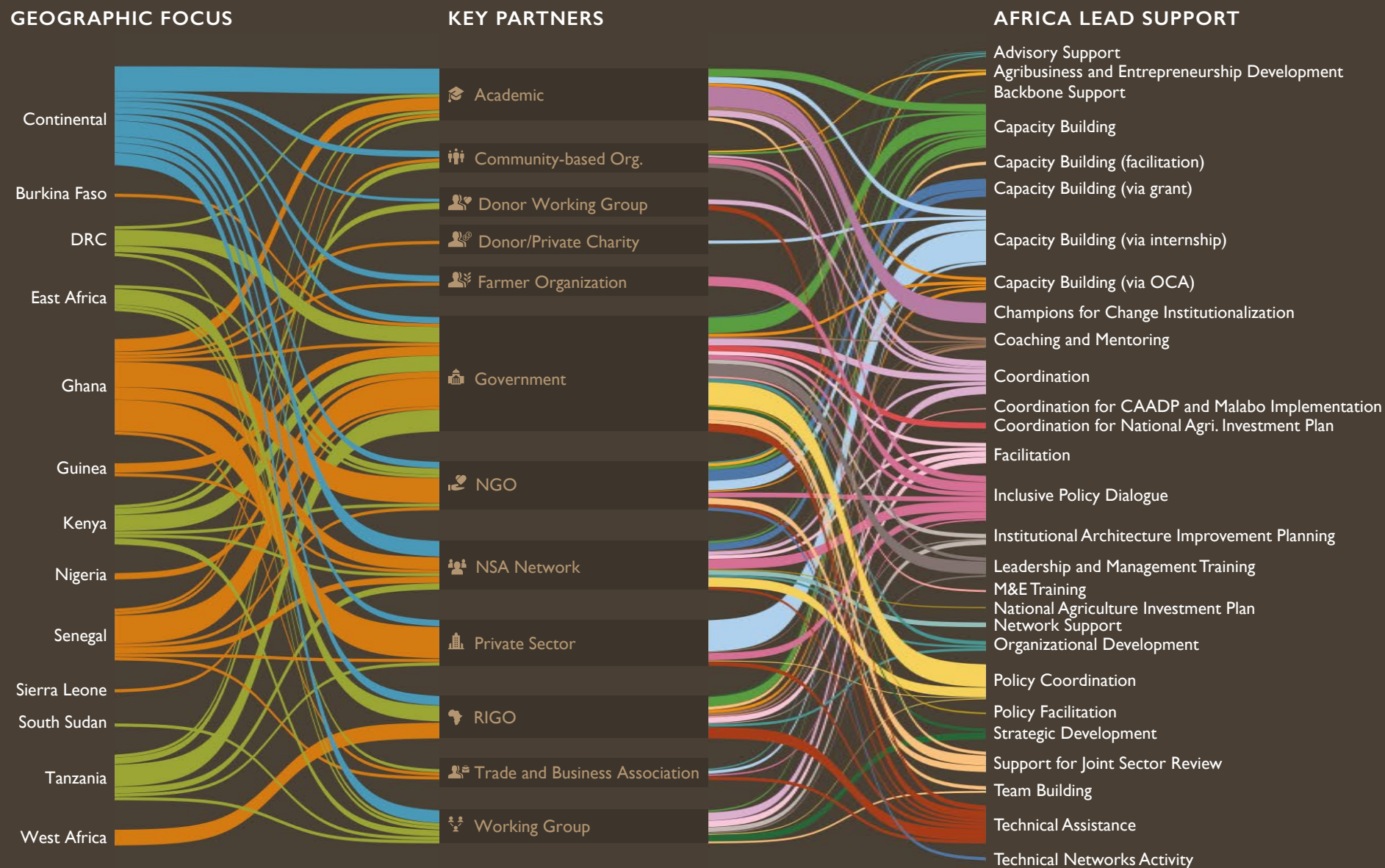- 🟢 Public Sector/Government
- 🟣 Research/University/Public

EVENTS

- 🟦 Trainings
- 🟪 Workshops
- 🟧 Meetings
- 🟦 Conferences

To view and explore the network map, visit:
https://www.africaleadftf.org/network-map

Types of Organizations & Support Provided to Africa Lead's Key Partners (2014 - 2019)

GEOGRAPHIC FOCUS

Continental
Burkina Faso
DRC
East Africa
Ghana
Guinea
Kenya
Nigeria
Senegal
Sierra Leone
South Sudan
Tanzania
West Africa

KEY PARTNERS

Academic
Community-based Org.
Donor Working Group
Donor/Private Charity
Farmer Organization
Government
NGO
NSA Network
Private Sector
RIGO
Trade and Business Association
Working Group

AFRICA LEAD SUPPORT

Advisory Support
Agribusiness and Entrepreneurship Development
Backbone Support
Capacity Building
Capacity Building (facilitation)
Capacity Building (via grant)
Capacity Building (via internship)
Capacity Building (via OCA)
Champions for Change Institutionalization
Coaching and Mentoring
Coordination
Coordination for CAADP and Malabo Implementation
Coordination for National Agri. Investment Plan
Facilitation
Inclusive Policy Dialogue
Institutional Architecture Improvement Planning
Leadership and Management Training
M&E Training
National Agriculture Investment Plan
Network Support
Organizational Development
Policy Coordination
Policy Facilitation
Strategic Development
Support for Joint Sector Review
Team Building
Technical Assistance
Technical Networks Activity

CAADP Non-State Actors Coalition (CNC)

To broaden stakeholder participation in CAADP processes, Africa Lead supported NSAs to launch and strengthen the capacity of the CNC, an inclusive platform for discussing and advocating policies to increase agricultural productivity and enhance food security. Through a grant to the Agency for Cooperation and Research in Development (ACORD), Africa Lead supported the organizational development of the CNC Secretariat. The project also raised CNC's profile among key CAADP actors, including the African Union Commission, the Regional Economic Communities, and the African Union Development Agency's New Partnership for Africa's Development (AUDA-NEPAD). Today, the CNC represents more than 250 affiliate NSAs that serve as a collective voice on CAADP with the African Union, regional bodies, and country leaders.

African Youth Network for Agricultural Transformation (AYNAT)

AYNAT aims to "build a network of youth in agriculture who are empowered to lead change toward achieving food security, sustained economic growth, and agricultural transformation in Africa." Africa Lead supported AYNAT with training, including the Champions for Change leadership course and public policy advocacy and engagement training. AYNAT's leaders have put their new skills and knowledge into practice, organizing a youth dialogue program to exert pressure on the government to update Ghana's youth in agriculture policy, improve inclusive consultation with the public, and provide regular updates on its plans.

Members of the Moruese community in Turkana County, Northern Kenya that fared better in the 2017 drought in comparison to the 2011 drought due to improved resilience.

RESILIENCE

Much of the Horn of Africa is vulnerable to food security crises, threatening smallholder farmers and, to a greater extent, the livelihoods of traditional pastoralists. In 2011, the Horn of Africa faced its worst drought in 60 years, leading to famine in Somalia and emergency food insecurity levels in Ethiopia and Kenya. At the peak of the drought, more than 700,000 refugees fled Somalia, and 13 million people across the region required humanitarian assistance.

To address these crises, and reduce the humanitarian caseload in the Horn of Africa by one million people, USAID is moving beyond traditional food aid. The agency now focuses on strengthening the resilience of communities to shocks and stresses. Enhanced resilience—whether evidenced by a herder sustaining income during downtimes or a community collaborating to improve conditions during a drought—enables individuals and communities to sustain the progress they have made in rising out of poverty and decreasing food insecurity.

To assist USAID in increasing resilience in the region, Africa Lead provided capacity building support across numerous activities. In partnership with USAID missions in Kenya, South Sudan, and Somalia, as well as the East

Africa regional mission, Africa Lead piloted frameworks and tools to measure improved resilience and supported partnerships and organizations in improving the coordination of resilience activities regionally, nationally, and locally.

Kenya National Drought Management Authority

To improve local capacity to respond to drought emergencies, Africa Lead supported Kenya's NDMA in developing its Strategic Plan (2018–2022). The Plan serves as a guide for NDMA's capacity strengthening efforts, which are designed to ensure it can successfully fulfill its mandate to mitigate drought in Kenya's arid and semi-arid lands.

Partnership for Resilience and Economic Growth (Kenya)

PREG brings together humanitarian and development partners working with Kenya's NDMA and county governments in arid and semi-arid lands to coordinate resilience and economic growth activities. In addition to developing and implementing a learning agenda and building NDMA capacity, Africa Lead supported PREG by facilitating joint work planning that helped improve collaboration, communication, and mutual accountability among 26 USAID implementing partners. As a result of joint planning and team-

building workshops facilitated by Africa Lead, partners identified 49 sites to layer activities, resulting in improved joint planning and coordination for resilience priorities at the national and county levels.

Partnership for Resilience and Recovery in South Sudan (PfRR)

Africa Lead worked closely with PfRR, a coalition of donors, UN entities, and NGOs, to apply a unified and collaborative approach to reducing vulnerability and building resilience in communities throughout South Sudan. Africa Lead adapted its Institutional Architecture Assessment, Prioritization, and Planning (IA-APP) toolkit to emphasize a bottom-up approach to resilience and recovery planning. In addition, working with the International Food Policy Research Institute (IFPRI), Africa Lead pioneered an approach to measure social capital and analyze this data against IFPRI's econometric modeling of the Resilience Index Measurement and Analysis II in select partnership areas.

Partnership for Resilience in Somalia

Africa Lead supported USAID in combining humanitarian and development efforts to enhance community resilience for more than 145,000 Somalis. The project also helped develop and implement the resilience pillar of the Federal Government of Somalia's National Development Plan and USAID's Somalia Resilience Framework.

Market Systems Resilience

Africa Lead developed a conceptual framework linking various dimensions of market systems resilience to support the Global Food Security Strategy's objective of strengthened resilience among people and systems. Africa Lead piloted a conceptual framework—which includes aspects of structure (connectivity, diversity, power, the rule of law) and behavior (competition, cooperation, decision making, and business strategy)—as a tool to measure the resilience of market systems.

Partnership for Resilience and Growth (PREG) bi-annual learning event in March 2018 in the Kenyan counties of Isiolo and Marsabit.

SELINA AKIRU

Collective Impact for Resilience: Improving Collaboration and Learning in Northern Kenya

Selina Akiru is the definition of resilience. A mother of eight and a member of the Moruese community in Kenya's arid Turkana County, she often struggled to feed and send her children to school. Increasingly intense and frequent droughts in recent years throughout the region had a negative impact on her family's food security, and they had become reliant on relief food.

Selina's community was hit hard by a particularly severe drought in 2011, which resulted in a humanitarian crisis across the Horn of Africa. Millions of people were displaced from their homes, food insecurity reached emergency levels, and human and animal lives were lost.

"The drought made life very difficult for us. Many of our livestock died, and the only way to generate income was to cut trees for charcoal which we sold for Ksh. 100 (approximately $0.98). Things got so bad that my family was forced to leave our home and move to Kitale in hopes of making a living," says Selina.

In 2015, things turned around for Selina. Upon returning to Moruese, she found the community's irrigation scheme had been revived. Initially dependent on rainfall for irrigation, farmers in the community now benefit from the Moruese irrigation scheme, whose 1.5 km concrete-lined water canal channels water from the Turkwel River to irrigate 275 acres of land.

Once ravaged by hunger, Selina and other community members are now able to produce food and cope well even in drought conditions thanks to support from USAID Kenya's Partnership for Resilience and Economic Growth (PREG). PREG links both humanitarian and development partners working in communities like Moruese in Kenya's northern arid and semi-arid lands to increase community resilience for withstanding shocks such as drought.

PREG, a collaboration and coordination platform working in Kenya's arid and semi-arid lands since 2013, coordinates efforts among 26 USAID implementing partners, NDMA, and nine county governments. The platform aims to amplify and streamline USAID's investments in making communities more resilient and food secure.

PREG's standard operating principles form a collaborative framework for collective action. This framework entails five workstreams: 1) a common agenda, 2) shared measurement for alignment and accountability, 3) mutually reinforcing activities, 4) strategic communication with relevant stakeholders, and 5) backbone organization support. The workstreams are drawn from the collective impact model, an innovative and structured approach to making collaboration work that is premised on the belief that no single policy, organization, or program can solve the increasingly complex problems faced by society.

As such, PREG activity in Kenya's arid and semi-arid lands is anchored in monthly partner meetings, which strengthen collaboration and foster continuous communication; the use of joint work plans as tools for coordination of approaches; and flexible and adaptive programming.

From May 2016, Africa Lead facilitated a focused learning process to strengthen and improve collaboration and learning efforts among PREG's partners. Africa Lead also supported the secretariat/backbone function for the partnership; supported continuous, strategic communication; and facilitated institutional capacity strengthening for Kenya's NDMA.

In 2017 and 2018, Africa Lead facilitated joint work planning by PREG partners in Turkana, Isiolo, Garissa, Wajir, Marsabit, Baringo, and Samburu Counties. With joint work plans in place, partners identify sites where they can layer their activities. In Marsabit County, for example, a nutrition program, Nutrition and Health Program Plus (NHP+), and a livestock program, Accelerated Value Chain Development (AVCD), jointly implemented a training of trainers activity for community health and nutrition workers. Joint implementation of the activity increased the number of trained health workers from an initial target of 280 to 600, meaning all Marsabit County health and nutrition workers were trained.

Esther Omosa, a Nutrition Specialist at the International Livestock Research Institute (ILRI), takes PREG partners through AVCD's activities in the Agri-Nutrition Tupendane Community Unit in Isiolo County.

To support the progress of the partnership at county level, Africa Lead also organized follow-up and support visits to each county. During these visits, Africa Lead observed the progress of activities listed in the work plans and identified good practices, innovations in collaboration and partnership, and challenges.

To further the adoption of collective learning by PREG partners, USAID and Africa Lead co-facilitated annual field-based learning events from 2017 to 2019. The learning events were a platform for partners, county governments, and USAID to engage in a participatory process of critical reflection and analysis aimed at improving resilience programming, increasing its impact in the arid and semi-arid lands, and fostering collaboration within PREG.

According to partners, PREG is a practical example of collaboration, learning, and adapting and a model to learn from within USAID, the Government of Kenya, and other development partners.

PREG, through a focus on collective impact, learning, and collaboration, is improving resilience programming in food-insecure communities, while drawing strength from community members in northern Kenya like Selina who exemplify resilience.

ACTIVATE NETWORKS & COLLABORATIVE ACTION

Mobilizing Policy Actors, Participants, and Advocates

A key aspect of building sustainable and effective networks and platforms is ensuring they are inclusive and representative of a diverse set of stakeholders. Broad participation in collaborative networks allows stakeholders to interact with one another and engage the government with evidence-based positions on existing and potential policies. As such, Africa Lead mobilized policy actors, participants, and advocates—such as NSAs, the private sector, women, and youth—to participate more fully in agricultural sector decision-making processes. To mobilize stakeholders, the project used grants, capacity building, training, and media and outreach. As a result, more stakeholders—from sectoral associations to farmer groups to young agricultural entrepreneurs—are participating in CAADP processes, and their perspectives are increasingly integral to policy making.

Africa Lead's work in this program area focused on the following:

> *"It's the little things citizens do. That's what will make the difference."*
>
> - Wangari Maathai, Kenya. Founder of the Green Belt Movement, 2004 Nobel Peace Prize Laureate

- **NSA and community advocacy** – NSA groups and networks have an important role to play in mobilizing individuals and communities to participate in policy discussions, especially at the sub-national level. Moreover, they are well placed to amplify individual and community voices in national policy discussions. As such, Africa Lead supported NSAs in engaging new agricultural stakeholders and in strengthening their advocacy, outreach, and communications skills.

- **Mobilizing and educating youth and women through media programs** – To continue to grow and innovate, the agricultural sector needs fresh ideas and new market participants. In response, Africa Lead helped mobilize youth and women—who are often underrepresented in agriculture—to participate in the sector, educating them on the sector's opportunities as well as building their skills to become successful agribusiness entrepreneurs.

- **Facilitating private sector investment and engagement** – Members of the private sector often understand the constraints to increased productivity, growth, and investment in the agricultural sector better than policymakers. But agribusinesses, banks, and trade associations, among other private sector actors, are often left out of policy discussions. In response, Africa Lead supported the private sector in playing a more meaningful role in policy discussions, from helping agricultural associations conduct evidence-based advocacy to assisting in the establishment of sector-specific agricultural organizations.

NSA Small Grants Program

To strengthen the network of NSAs working in agriculture and on food security, Africa Lead and the CNC launched the NSA Small Grants Program. Grants were designed to improve citizen engagement in food security at the subnational and national levels in Kenya and Senegal. In Kenya, for example, Africa Lead issued a grant to the Open Institute to train farmers and households in Nakuru County to collect and use agricultural data to develop evidence-based policy recommendations. Some 4,000 households contributed data that the Nakuru government has used to prioritize budget allocations for agricultural projects. Africa Lead also facilitated a two-day learning event in Nairobi, where grantees shared lessons learned, and developed a comprehensive learning brief and a video to highlight tools developed through NSA engagement with CAADP processes at the sub-national level.

West African Regional Mango Alliance (WARMA)

In 2016, the Senegalese Ministry of Trade, USAID Senegal, and Africa Lead co-organized West Africa Regional Mango Week, the first-ever platform for stakeholders involved in the regional mango value chain. This platform allowed for a dialogue on critical issues such as access to markets, competitiveness, regulation, and capacity building needs. Following an Africa Lead study on developing a representative body, in September 2017 the WARMA was established. At the first Constituent General Assembly of the WARMA in September 2018, the eight member countries (Burkina Faso, Côte d'Ivoire, The Gambia, Ghana, the Republic of Guinea, Guinea-Bissau, Mali, and Senegal) validated WARMA's constitutional rules and procedures, elected the permanent executive board, and developed a roadmap of priority actions.

Kumekucha ("It's a new day" in Kiswahili) and Don't Lose the Plot, Tanzania, East Africa

In partnership with USAID Tanzania and USAID East Africa separately, Africa Lead developed two innovative media campaigns to engage youth and women in agriculture advocacy and agribusiness. In Tanzania, Africa Lead supported an educational media campaign that entailed a 52-week radio show and a feature length film series, "Kumekucha," which showed inspiring stories of youth and women smallholder farmers. Africa Lead also supported Africa's first agriculture reality TV show, "Don't Lose the Plot," with youth competing to build the most effective agribusiness. The program was shown across East Africa (Tanzania, Kenya, and Uganda). Together, the programming reached nine-plus million women and youth listeners and viewers in Kenya and Tanzania. Kumekucha films and actors have been nominated for and won multiple African film awards, including prizes at the Zanzibar Film Festival.

Policy Reform for Investment Mobilization (PR4I)

Africa Lead established PR4I to support value chain-related policy improvements through small grants to private organizations in Kenya, Senegal, and Tanzania. Multi-stakeholder advisory committees were established in each country to review grant applications and recommend finalist grantees. Among the selected grantees was the Agricultural Council of Tanzania (ACT), which used its grant to identify policy constraints across three value chains. ACT's analysis showed lack of land registration and the resulting inability to meet collateral requirements for financing to be a constraint across all value chains. It is now equipped with the information it needs to better advocate policy reforms on behalf of value chain participants.

Beatrice Taisamo at the premier of Kumekucha: Fatuma.

Balancing Africa's food security scales with women-led agriculture through media

While women contribute a significant portion of the labor in Africa's agricultural sector, they are often left out of farm-level decision making and underrepresented in policy discussions. On average, only 15% of African women are landholders. When they do hold land, their plots are generally smaller, of an inferior quality, and with less secure rights than those held by men. Meanwhile, for African youth, lack of access to credit, improved technologies, practical skills, and secure jobs are just a few of the barriers to entering the agricultural sector. For this reason, the fourth commitment under the Malabo Declaration focuses on increasing the participation of women and youth in the agricultural sector and in agribusinesses.

To increase the representation of women and youth in agriculture, Africa Lead set out in 2016 to use mass media to catalyze change at a larger scale.

In Tanzania, with the support of USAID Tanzania and Media for Development International (MFDI), Africa Lead launched Kumekucha ("new day" in Swahili). The fictional dramas focused on farming and agribusiness in a rural Tanzanian community and included a 52-week radio program and two feature length films, Kumekucha: Tunu and Kumekucha: Fatuma, as well as an accompanying educational toolkit for communities. Kumekucha follows the fictional story of Fatuma, a farmer, and her daughter Neema as they struggle to overcome the typical challenges faced by small-scale farmers in Africa, including unfavorable weather and pests, and, in Fatuma's case, a scheming husband.

With the support of USAID East Africa, Africa Lead supported The Mediae Company to launch Africa's first agriculture reality television show Don't Lose the Plot with an accompanying mobile phone app to help farmers build a personalized farming budget. A contest between four youth from Kenya and Tanzania to see who could apply their "farm-u-cation" the best, the show set out to improve perceptions of farming among Kenyan and Tanzanian youth by showing farming as a viable career venture—and making it look cool. Winrose, a 24-year old woman from Meru, Tanzania, was crowned the top farmer, proving that women, and young people in general, should not be

overlooked when considering the future success of African agriculture.

Impact Evaluations

According to impact evaluations for Kumekucha and Don't Lose the Plot, the combined reach of both media activities was more than nine million listeners and viewers. In total, the Kumekucha campaign (radio, television, and film) was listened to and viewed by an estimated 4.6 million youth and 686,000 women in Tanzania, of which 3.4 million and 522,000, respectively, were high-intensity viewers. In addition, the two films have more than 200,000 views on YouTube. The pilot television season of Don't Lose the Plot broadcast in Kenya and Tanzania was estimated to have been seen by 4.1 million youth in Kenya and Tanzania, of which 1.4 million were high-intensity viewers.

In addition to revealing lessons about incorporating communications as development programming, the evaluation showed how much this

Combined, Kumekucha and Don't Lose the Plot reached more than nine million listeners and viewers across East Africa

programming changed women's perceptions of themselves and how it improved knowledge and changed attitudes or perceptions on the roles of women and youth in agriculture.

For example, while Don't Lose the Plot's viewership was equally young women and men, it appears to have had a greater impact on young women in Tanzania than men with respect to whether farming is "cool." High-intensity viewers, i.e. those who watched six or more episodes of the show, had more positive attitudes toward farming; this finding was especially pronounced among young women in Tanzania.

Kumekucha's radio shows and films had a positive impact on youth

knowledge in Tanzania related to the benefits, both farming and financial, of involving women in decision-making. According to respondents in Tanzania, Kumekucha's most resounding messages with audiences were focused on the empowerment of women and their involvement in decision making, and promoting agriculture as a business. The female performances were so moving that Catherine Credo, who played the role of Neema in Kumekucha: Fatuma, won the Best Actress prize in the Swahili category at the 2018 Zanzibar Film Festival.

While reflecting on her role, Beatrice Taisamo—who played Fatuma—said, "The woman's role in the family is huge. Even as she battles with issues of land ownership, she understands her role in being able to ensure her family is fed. I speak as a mother and someone who understands what it means to be the head of the family and still lack rights to own land. It limits how much we can contribute when it comes to the development of agriculture."

Any transformation in Africa's agriculture will depend on the inclusion of women and youth in the sector. Evidence from Africa Lead's media programming shows the importance of changing people's perceptions of the role African women and youth play in sparking that transformation. More importantly, evidence from these programs indicates that people are open and ready for such a change.

Kumekucha was nominated for and won various film festival awards, including awards for Best Picture in the Swahili Movie category at the 2018 Zanzibar Film Festival.

MAGUETTE NDIAYE

Planting the seeds of hope in Senegal's mango sector

These are the last weeks of the year's mango season and Maguette Ndiaye, a mango farmer from the commune of Taiba Ndiaye, is checking out her family's fields. While some of the lush, green mango trees are still bearing ripe fruit, today's harvest, which has just been packaged, is the season's last big haul.

Mangoes are a major horticultural crop in Senegal and hold a prominent place in the country's agricultural sector owing to widespread production, the number of people employed, and their contribution to the country's exports. Senegal is currently the third largest mango exporter in West Africa, after Côte d'Ivoire and Burkina Faso. With African mangoes touted as the next "super food," Maguette and other Senegalese mango farmers are keen to carve out a share in the global mango export market.

Mango production, however, has dropped this year due to late and insufficient rains, concerning Senegalese mango farmers like Maguette, who is also president of COPROMAN (Coopérative des Producteurs de Mangues des Niayes), a farmers' cooperative with more than 1,000 members in 27 communes within the Niayes Zone.

The lack of sufficient water for irrigation is a challenge that COPROMAN's members would like the Senegalese Mango Value Chain Inter-Professional Organization (Interprofession des Acteurs de la Mangue au Senegal or "IAMS") to address. COPROMAN is a member of IAMS, an organization established with the support of the Feed the Future Program for Increasing Investment in Agriculture in Senegal, implemented by Africa Lead. IAMS, a nationally recognized association, was established in the wake of the first-ever West Africa Mango Week Symposium held from May 31 to June 3, 2016. The event was organized by the Senegalese Ministry of Commerce and the USAID Coordinator of Feed the Future activities, and facilitated by Africa Lead.

"I think IAMS can be a voice for the producers," says Maguette. "As an individual association, we can't do [much], but given that IAMS is made up of

different groups it has the force to address a lot of our problems, the lack of adequate water being just one, to speak on our behalf to various partners, especially to the government, and help us access export markets for our produce."

One outcome of the discussions and exchanges held during Mango Week was the development of the West African Regional Mango Association (WARMA/ARMAO) by founding member countries Senegal, Burkina Faso, Côte d'Ivoire, Ghana, The Gambia, Ghana, Republic of Guinea, Guinea Bissau, and Mali. WARMA is made up of local organizations that represent a cross-section of the mango sector value chain, and it has changed the siloed way in which stakeholders were used to doing business. As a follow up to Mango Week, Africa Lead provided assistance, including organizing meetings and training workshops, that led to the establishment of IAMS and supported the organization of WARMA's first Constituent General Assembly in September 2018. The General Assembly provided an opportunity for the membership to adopt formal WARMA rules, elect new officers, and develop a roadmap for the coming years.

> *"They can help raise awareness and support enforcement of the existing laws."*

For Maguette, the creation of WARMA and IAMS is a positive development that should help actors in the mango sector. She also hopes that IAMS can help COPROMAN find funding to purchase a new, larger mango-processing machine or even build a processing plant.

These aren't the only hopes Maguette has for IAMS. Widowed in 2007, Maguette has three children, now young adults. Even though she's the one in charge of the family's two hectares of land, the land she diligently maintains does not belong to her.

"Women don't inherit land," she explains. "The land I inherited from my

Maguette Ndiaye stops to talk with Babacar Diop (far right), who farms a nearby field. Mr. Diop is a member of the Niayes Mango Producers Cooperative (COPROMAN).

late husband was for my children." She is aware that Senegal's laws assure gender equity in land access. "They only talk about it, but in reality they don't do it. In the rural areas, women don't inherit land," she adds.

According to Maguette, gender equity in land access is an issue that IAMS and WARMA could take up. "They can help raise awareness and support enforcement of the existing laws," she says.

Seeing the fledgling associations through a farmer lens, Maguette considers them seeds planted in good soil that, with attention and support, will in due time bear fruit and help maximize the potential for Senegal's mango sector.

MICHAEL SIDIGU

Kenya's small-scale sugar farmers reach into the policy BAG

Michael Sidigu is a sugarcane farmer from Muhoroni in Kisumu County. Once home to a thriving sugar industry, Muhoroni, which lies along the Nyanza sugar belt, is grappling with slowing economy due to the closure of three state-owned sugar millers that were the main drivers of the town's economy.

Sugarcane farming in Kenya supports more than 200,000 small-scale farmers; an additional six million Kenyans derive their livelihoods directly or indirectly from the sugar industry. However, Michael, like many other cane farmers who depended on the crop for their livelihoods, has been forced to diversify and farm other crops besides cane.

"We had always depended on sugarcane farming and it was once profitable. But these days we are struggling to make a living from the same crop we've grown here for the past 50 years," he says. "The challenges within the sugar industry in Kenya are numerous and have the biggest impact on the farmers themselves," he adds.

Delayed payments by millers, high production costs, and cheap sugar imports are some of the challenges faced by the farmers. According to Michael, the biggest hindrance to the revival of Kenya's ailing sugar industry is the lack of political goodwill and support from the county and national governments.

"Because agriculture is a devolved function of government, the county government is responsible for budget allocations to agriculture, and supporting farmers in the sugar belt. A lot of attention, however, has been given to plans to privatize sugar millers, but not enough has been given to supporting the farmers through the development of friendly policies and legislation, or the provision of extension services and farm inputs," he laments.

As the Chair of the Muhoroni branch of the Kenya National Federation of Sugarcane Farmers, Michael oversees about 6,000 farmers, representing and advocating their interests, including timely payments by sugar millers and the development of farmer-friendly sugar policies and regulations.

In representing sugarcane farmers' interests, the Federation has worked closely with Sugar Campaign for Change (SUCAM), an independent lobby group that advocates policy, legislative, and institutional reforms in the sugar industry. In April 2018, SUCAM was awarded a grant under the Africa Lead/CAADP CNC Small Grants Program, which was created to strengthen NSA engagement in agricultural policy dialogue and in CAADP-related activities.

Under the Kenyan Constitution, the public, communities, and organizations affected by any policy decision must be involved in the decision-making process. SUCAM's activities, therefore, aim to bolster public participation in national and county-level planning and budgeting for food security in Kisumu, Homa Bay, and Kakamega Counties. To do this, SUCAM equips farmers with knowledge and skills to lobby their local governments to make smarter investments in agriculture.

With support from the Small Grants Program, SUCAM profiled food and

"I believe that with the right policies and regulations, the sugar industry will once again be a major player in Kenya's economy."

nutrition projects, with a focus on the state of financing, management, and marketing of agricultural activities, and identified and trained smallholder farmers on the official budget-making process. SUCAM also formed 45 farmer Budget Action Groups (BAGs) across three counties at the sub-county level. Through the BAGs, local farmers and citizens develop budget prioritization proposals and advocate for increased allocations for agriculture. The proposals are presented to local governments for engagement at all stages of budget formation at county level.

"We saw that there was a gap when it comes to public participation in the agricultural sector, and we assisted farmers to develop proposals and engage [government] stakeholders on how they can be implemented," says William Adoyo, SUCAM's Project Officer.
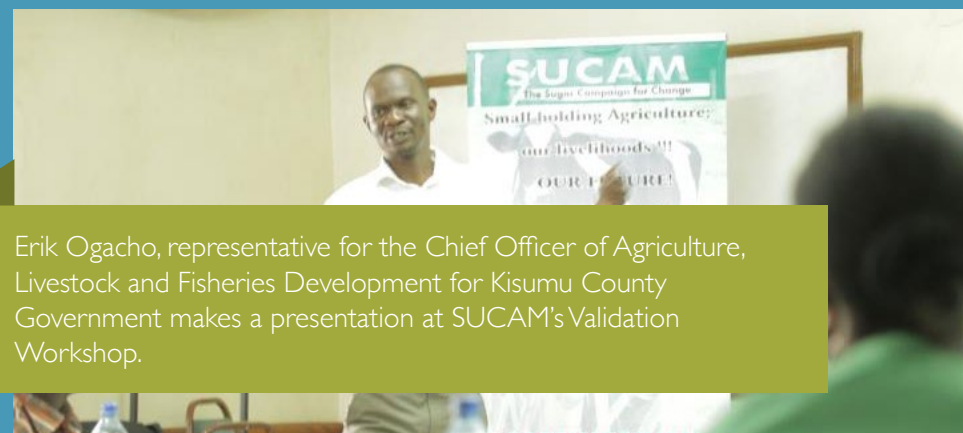
Erik Ogacho, representative for the Chief Officer of Agriculture, Livestock and Fisheries Development for Kisumu County Government makes a presentation at SUCAM's Validation Workshop.

The BAG approach presents an innovative system for budget monitoring and ensuring government accountability by farmers. Its success led the Department of Agriculture to approach SUCAM to learn more about how the system could be replicated in other counties.

SUCAM also lobbies the government to change policies that have negatively impacted the sugar industry. It recently championed the campaign for the enactment of the national Sugar Bill.

"Public policy has the power to be transformative. What we do not want are new sugar regulations that deepen the decline of our sugar industry, increasing imports, driving away farmers, and felling sugar companies," says Michael Arum, SUCAM's Campaign Coordinator.

Because of SUCAM's lobbying, sugarcane farmers like Michael are hopeful that they will one day see the revival of the once-prosperous sugar industry that fed hundreds of families across the Nyanza sugar belt.

"SUCAM has been at the forefront of campaigning to make our lives better. Sugarcane farming still has the potential to be a lucrative business," affirms Michael. "I believe that with the right policies and regulations, the sugar industry will once again be a major player in Kenya's economy."

Learning from Activating Networks & Collaborative Action

PILLAR 2

Multi-stakeholder networks and collaborative partnerships drive transformative change. To activate networks and encourage collaborative action, Africa Lead established and supported transformative partnerships and networks and mobilized policy actors, participants, and advocates. Africa Lead's experiences have resulted in a number of lessons learned and recommendations for donors and development partners working with local organizations and institutions to influence and drive multi-stakeholder, multi-sectoral change.

Lessons

- **Networks of champions can have the most impact.** Individual committed champions are critical for change. However, formal or informal networks of committed champions, working together, will be more effective for building the critical mass for agricultural transformation at scale.

- **Leaders that are facilitative can more effectively drive inclusive change.** Comprehensive and informed action comes from multi-stakeholder collaboration and transformative partnerships and networks. A specific type of leader—a facilitative leader who gives everyone a voice and maximizes their contributions—is required to cultivate strong relationships and help move these groups forward.

- **Transformative partnerships involve transformed interdependent partners.** In order for an organization to lead collaborative change, it must go through its own organizational maturity process first. Readiness for this process requires moving across the dependent-independent-interdependent continuum. This is based on the principle that an organization cannot effectively work with other organizations until it has developed its own organizational identity and capacity.

- **Mobilizing groups for "coordination for coordination sake" (from the top down) is not effective.** Coordination requires there be a group-determined identification of a shared challenge or problem. Collaboration will not occur if it is abstract and if it originates from an authoritative mandate.

- **A network whose learning or work is not equal to or more valuable/important than competing demands will fail.** In supporting the development of new networks, we must be mindful of the demands on people's and organizations' time and maintain a strategic focus on key issues.

- **Effective partnerships and networks—built on trust, complementarity and shared understanding—can help to transform institutions and address power and resource imbalances.** If some stakeholders do not have the capacity, organization, status, or resources to participate in dialogue—or to participate on equal footing with other stakeholders—then policy processes will be prone to manipulation by stronger actors. Effective partnerships and networks between and among NSAs are an important way to shore up capacity and provide a foundation for NSAs to engage with government actors.

- **Learning can help drive collaboration.** Learning (such as shared metrics, evidence and data, and experiential learning) is not a prerequisite to collaboration, but when learning approaches are combined with other elements of collective action, it can lead to highly effective interventions and can drive spontaneous collaboration.

- **Adaptive frameworks and tools enhance multi-stakeholder efforts.** Structured, adaptive frameworks and tools to drive collaboration (i.e. the Collective Impact Framework, CLA) enhance the quality, results, and sustainability of multi-stakeholder efforts.

- **It is possible and beneficial to mobilize citizens from the community and village level to contribute to the prioritization, design, and monitoring of agricultural investments at subnational levels.** Citizen engagement in budget planning and decision making is not a one-time activity. When project development is seen as a cycle and stakeholders are organized to engage during all stages of that cycle, there is greater follow-up, budget efficiency, and return on investment.

- **The capacity of citizens to contribute to a data-driven approach to prioritization, monitoring, and planning agricultural activities at the subnational level should not be underestimated.** This approach requires relatively little investment, but adds significant value to the quality of decision making. Citizens, civil society groups, and the private sector can appreciate and use data for decision making. Citizens can also play an important role in validating and ensuring the accuracy of data on key agricultural issues.

- **Network development should be driven by the desire and commitment of the network members themselves.** While the CAADP Non-State Actors Coalition (CNC) started off with what seemed like a clear mandate and sense of purpose, it veered off-course, and became less effective. While there were many factors that in combination led to a challenging experience for the CNC, one of the major factors was the organization's lack of clear purpose. This occurred in part because the CNC was largely created and financed by a donor rather than by its own interest groups or members.

Recommendations

- **Donors should include collaborative processes in their program strategies and projects.** These must be fully coherent and avoid internal contradictions and conflicting incentives, including in the design of implementing mechanisms.

- **Organizations should practice internally, what they are supporting others to do.** Organizations that want to collaborate effectively with other organizations (externally) should first develop an organizational culture and systems that allow them to practice and model collaborative behavior (internally).

- **Good collaboration should be planned and intentional.** Organizations that want to collaborate should also be deliberate and strategic, take time to understand the context, recognize that it takes time to build trust and networks, and allocate adequate resources for this purpose.

- **Donors should support, not lead.** In supporting partnerships and networks, always maximize the contribution and leadership of local partners and minimize that of donors and implementing partners.

- **Donor-supported network development should be demand-driven.** Donors and development partners should design programs that allow local actors to self-select. They should not pick winners. They should then provide support to those organizations with the commitment to lead change.

- **Co-creative design of interventions with local actors is better and more sustainable.** Following on the previous recommendation, donors and development partners should avoid the temptation to pre-design interventions. They should instead design activities based on local consultation and participation in the design process. This fully empowers local actors and enables support institutions to support rather than lead.

- **Donors should avoid creating dependency by not providing unnecessary resources.** Finally, development partners should provide only up to the level of assistance that local counterparts cannot provide. Providing more than this encourages dependence, thwarts sustainability, and wastes donor resources.

Tools and Resources

Small Grants Learning Brief

This learning brief summarizes the key lessons learned generated collectively with Africa Lead's partners under the Non-State Actor Small Grants Program. The approaches and lessons relate to informing public policy agendas with NSA knowledge and the impact of empowering marginalized communities, particularly smallholder farmers, to participate in public policy through capacity building and mobilization.

open link

"Don't Lose the Plot" Evaluation
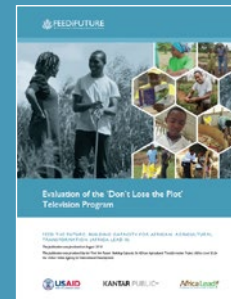
Africa Lead collaborated with a Kenya-based media education company, to create, broadcast, and launch the pilot season of Africa's first agriculture-focused reality TV program: Don't Lose the Plot (DLTP). As part of the activity, Africa Lead commissioned Kantar Public East Africa to evaluate the impact of DLTP on knowledge, attitudes, and behavior, or intention to change behavior, related to farming and agribusiness practices.

open link

Kumekucha Evaluation

Africa Lead engaged Media for Development International (MFDI) to design and implement Kumekucha, a multi-media campaign broadcasting educational content on agriculture. The goal of Kumekucha was to improve Tanzanian women and youth's knowledge, perception, and practices in modern farming, agricultural leadership, and agribusiness along the agricultural value chain. Africa Lead commissioned this evaluation to measure Kumekucha's impact on women and youth's knowledge, perception, and practices in modern farming, agricultural leadership, and agribusiness along the agricultural value chain.

open link

USAID Kenya and East Africa Office of Economic Growth and Integration, Value Chain and Policy Mapping

Africa Lead undertook a rapid activity assessment on USAID regional and bilateral missions' specific value chains and policy priorities in East Africa. The purpose was to help representatives from eight bilateral and regional missions, development partners, RIGOs, national governments and private sector representatives to discuss how to improve communication, collaboration, and learning among regional and bilateral stakeholders.

open link

Video: Kenya's Partnership for Resilience and Economic Growth

This learning product describes USAID Kenya's Partnership for Resilience and Economic Growth (PREG), which has been working in the ASALs since 2013 and coordinates efforts among 26 USAID implementing partners in the region, including Kenya's National Drought Management Authority (NDMA) and county governments.

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PILLAR 3

+ Empower African-Led Policy Solutions

Africa Lead sought to enhance institutional effectiveness, build leadership skills, and strengthen social capital among policy actors to improve collaboration on agricultural policies. The project recognized that achieving transformational change would depend on addressing context-specific institutional and individual needs. Highly localized political, economic, social, and cultural factors would determine the prospects and parameters for change, notably by influencing who is included in decision-making processes, what issues are addressed, and whose interests are protected.

As such, Africa Lead worked to "empower African-led policy solutions and learning." Africa Lead supported inclusive sets of stakeholders in developing, testing, and refining local solutions, whether specific policies or policy-making processes, within the framework of improved collaborative governance. In doing so, the project played the role of catalyst and connector for learning and innovations in individual leadership behavior, institutional performance, and policy processes. This approach ensured local stakeholders led the development of contextually appropriate solutions and put in place the adaptive management systems to continuously refine and improve those solutions.

In addition, African Lead provided crucial backbone support to CAADP, the continent's policy framework for agriculture and agriculture-led development. This support equipped key players in the policy framework, from the African Union Commissions Department of Rural Economy and Agriculture (AUC DREA) to individual country decision makers, with the skills and tools to meet their commitments under CAADP and the 2014 Malabo Declaration.

Institutional Architecture
4 IA workshops *facilitated (Senegal, Kenya, Tanzania, Uganda)*
40 IA Milestones *achieved*

Support to **7** public-private sector dialogue platforms *in Kenya, Guinea, Nigeria, Senegal, DRC and Tanzania*

8 National Agriculture Investment Plans (NAIP) *supported in Malawi, Ghana, Guinea, Kenya, Senegal, Tanzania, Uganda, Nigeria*

3 Regional Policy Plans *facilitated, including the Regional Agriculture Investment Plans (RAIP) supported with Economic Community of West African States (ECOWAS), COMESA Seed Harmonization Implementation Plan (COMSHIP) with the Common Market for Eastern and Southern Africa (COMESA), and the regional aflatoxin policy with the East African Community (EAC)*

14 Joint Sector Reviews supported from 2015 to 2018

Support to **4** Donor Working Groups at continental and national levels *(Kenya and DRC). In Kenya, mapped over $2.2 billion in investments across 77 projects and 24 donors*

Over **200** individuals trained *to implement the CAADP Biennial Review in* **50** *countries*

EMPOWER AFRICAN-LED POLICY SOLUTIONS

Collaborative Governance

Collaborative governance involves the government, community, and private sectors working together to achieve more than a single sector could achieve on its own. Africa Lead fostered collaborative governance by supporting inclusive public-private dialogues and planning processes, while also building on its approaches to leadership strengthening, collaboration, coordination, and facilitative leadership.

Africa Lead employed a variety of tools and programmatic efforts to drive collaborative governance efforts to address food security challenges and achieve CAADP goals, including:

> *"If you want to go fast, go alone. If you want to go far, go together."*
>
> - African proverb

- **Institutional Architecture (IA)** – A country needs the right IA—i.e. institutions, systems, and processes—to undertake transparent, inclusive, and evidence-based policy-making processes. As such, Africa Lead developed and supported numerous countries to use the IA-APP toolkit, which promotes a participatory, multi-stakeholder self-assessment process to understand capacity gaps, design corresponding action plans, and monitor progress toward capacity objectives.

- **Public Sector-Private Sector Dialogue Platforms** – Africa Lead supported inclusive public sector-private sector dialogues such as the Public-Private Dialogue Framework developed with APIX in Senegal. Inclusive and constructive dialogue between the public sector and private sector supports two-way information flow and increases transparency, accountability, and trust, which can help improve regulations and strengthen the business-enabling environment.

- **NAIP Development** – NAIPs require the input and commitment of numerous agricultural stakeholders. To guide countries in developing NAIPs in alignment with the Malabo Declaration commitments and with broad stakeholder buy-in, Africa Lead helped develop tools for NAIP development as well as supported countries establishing multi-stakeholder, multi-sectoral collaborative governance mechanisms to develop and oversee implementation of the plans.

- **Donor Working Group Support** – Donor working groups are a powerful means of both increasing the effectiveness and efficiency of program activities and modeling for country counterparts the collaborative planning, analysis, and implementation needed for sound policymaking. As such, Africa Lead served as an active participant in numerous donor working groups, including the Arid and Semi-Arid Lands Donor Working Group, the Technical Policy Working, and the Kenya Donor Working Group in Kenya, among others.
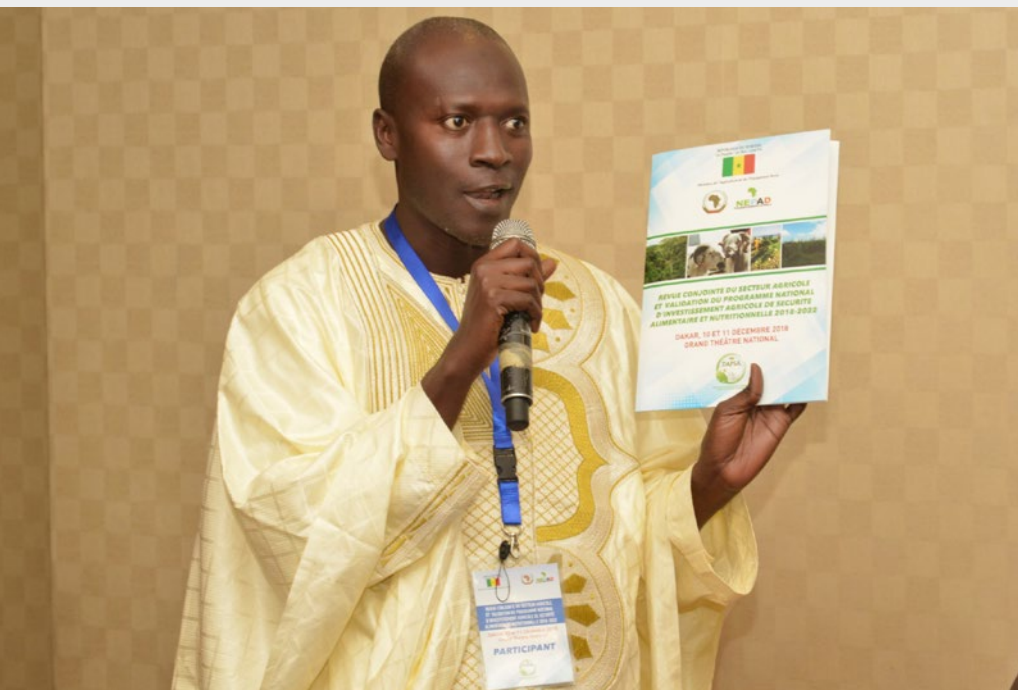
SENEGAL

Agency for Investment Promotion and Major Projects / Agence pour la promotion des investissements et des grands travaux (APIX)

In Senegal, Africa Lead provided technical assistance to build the capacity of APIX to facilitate increased investment in agriculture. Support focused on APIX's efforts to establish a regional investment platform—the North Zone Territorial Investment Platform (PTI)—to attract businesses in the predominantly agricultural northern region of Senegal. Africa Lead also worked to build APIX's capacity to increase public-private dialogue in northern Senegal, including by improving feedback loops between the public and private sector and developing a Public-Private Dialogue Framework to meet regularly to review and solve problems faced by local businesses. In addition, Africa Lead also provided strategic visioning and team-building facilitation to APIX and its partners involved in the implementation of the North Zone PTI activities, including national agencies, directorates, financial institutions, and private sector institutions.

KENYA

Arid and Semi-Arid Lands Donor Working Group (ASALDG) and the Agriculture Rural Development Donor Group (ARDDG)

Africa Lead led the mapping of donor investments for ARDDG and ASALDG against various Government of Kenya agricultural priorities and by thematic area and geographic coverage. The successful process—which achieved a 100 percent participation rate—resulted in the ARD Donor Mapping Tool, which has been lauded by donors as timely and user-friendly. In fact, the success of the mapping exercise has led to the ASALDG's decision to develop a similar mapping tool next year.

National Agriculture Investment Plans

To guide countries through the NAIP development process, Africa Lead supported IFPRI/ReSAKSS to develop the African Union NAIP Toolkit for Malabo Domestication. The toolkit included tools and approaches to strengthen the local systems to update NAIPs, make them central to the budgeting process, and implement, monitor, and review the plans. The project subsequently worked with the African Union Commission to facilitate NAIP Malabo Domestication Workshops in Ethiopia, Ghana, Kenya, Nigeria, Tanzania, and Uganda. Lessons learned and recommendations for improving the NAIP process were then presented at the Malabo Policy Learning Event on the Biennial Review Report and Process in 2018. In addition, Africa Lead supported numerous countries in putting in place collaborative mechanisms to develop NAIPs. In Senegal, for example, Africa Lead supported the Political and Social Dialogue Group (GDSP) in publishing its contribution to Senegal's NAIP 2.0. In Kenya, Africa Lead supported the AgCK in ensuring the private sector, as well as youth and farmers' groups, participated in the development of the country's NAIP.

Institutional Architecture Assessment, Prioritization, and Planning Toolkit

IA-APP Toolkit

Institutional Architecture Assessment, Prioritization & Planning

"Agriculture is everyone's business," said Dorcas Makoi, former Kenya program lead for Africa Lead, during the opening of Kenya's Institutional Architecture workshop held in 2018.

In Kenya, for example, agriculture contributes to nearly half of the country's GDP and employs more than 40 percent of the country's 48 million people. At the same time, nearly 40 percent of Kenyans are food insecure. In Senegal, agriculture makes up approximately 15 percent of GDP and is a key source of foreign exchange. Agriculture also accounts for nearly two-thirds of the country's export revenues.

It comes as no surprise that investing in strengthening a country's IA—its capacity to undertake transparent, inclusive, and evidence-based policy making—is a USAID Global Food Security Strategy priority. This capacity is fundamental to improving food security, reducing hunger and malnutrition, and strengthening resilience among individuals and communities.

Since 2013, the USAID Bureau for Food Security, USAID missions, local policymakers, and other key stakeholders have used the IA framework and a complementary in-depth IA assessment methodology to better understand the constraints to effective policy change. Based on this experience, Africa Lead developed a suite of customizable tools, known as the IA-APP toolkit, to facilitate a participatory, multi-stakeholder self-assessment and collaborative decision-making process to design a plan to strengthen IA. The process empowers stakeholders to collectively identify priority issues and co-develop solutions for strengthening inclusive, evidence-based policy change.

Dr. Washington O. Ochola, Africa Lead's former Policy & Capacity Building Specialist, facilitates Kenya's IA meeting in 2018.

Countries interested in carrying out an IA-APP workshop convene a steering committee with representatives of key stakeholders, such as the government agencies responsible for agriculture and nutrition, civil society, and the private sector. The Ministry of Agriculture, Prime Minister's Office, and/or a donor-funded project might facilitate the steering committee. The country's CAADP focal point may chair the committee.

Before the workshop, the steering committee frames the IA-APP process within the context of ongoing national policy, planning, or coordination processes. The steering committee ensures each sector and stakeholder is adequately represented, that the agenda is relevant, and that key background information and evidence is collected to inform decision making.
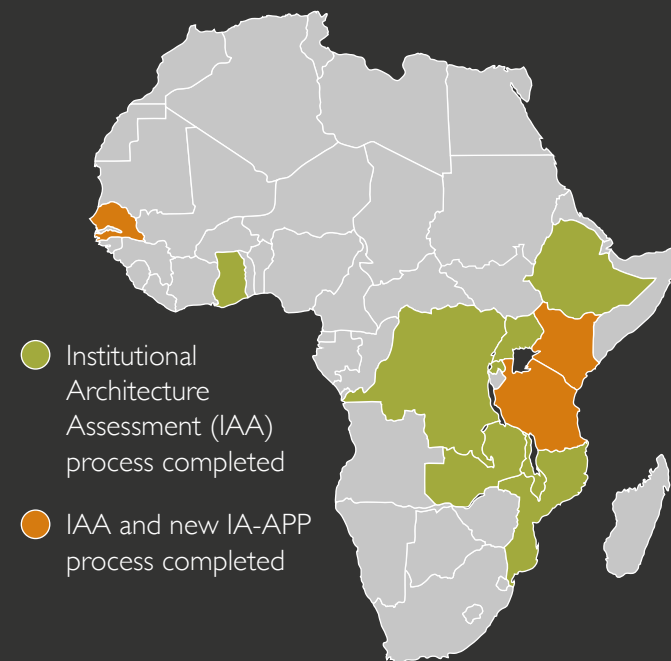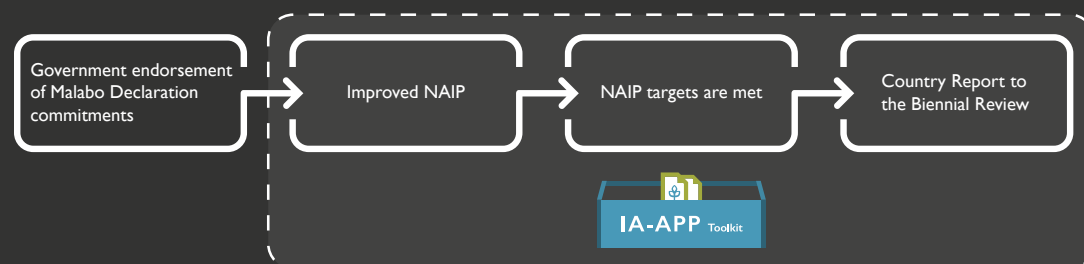
During the workshop, participants self-assess the capacity of their institutional architecture, prioritize focus areas, and agree on a plan of action.

After the workshop, the steering committee presents the IA-APP results to high-level stakeholders and advocates for the adoption of the action plan. The steering committee may also stay engaged to ensure the action plan is executed and monitored on an ongoing basis and evaluated annually.

"The workshop has demonstrated that the achievement of the [National Food Security and Nutrition Plans] is not just the responsibility of a small group—it is multidimensional and it has to include the participation of the stakeholders at the grassroots level at every level of the process," said Seynabou Diouf Mboup, the Focal Point for Food Security at the Ministry of Agriculture and Rural Equipment (MAER) in Senegal. "I think that from today there will be more ownership from everyone who was here and that this is just the beginning. We need to do follow up and develop the recommendations proposed," she added.

The use of the IA-APP toolkit was piloted in four countries: Kenya, Tanzania, Senegal, and Uganda. Africa Lead has also trained its facilitator and trainer network on how to deliver the toolkit and approach at the country level.

● Institutional Architecture Assessment (IAA) process completed

● IAA and new IA-APP process completed

Country Pilot of New IA-APP Toolkit

- Kenya
- Tanzania
- Senegal
- Uganda

Previous IAA Reports by Country or Region

- DRC (2014)
- Ethiopia (2013)
- Ghana (2013)
- Kenya (2017)
- Malawi I (2013)
- Malawi II (2016)
- Mozambique (2013)
- Rwanda (2014)
- Senegal (2013)
- Tanzania (2013)
- Uganda (2013)
- Zambia (2014)

The IA-APP Process in Support of Country & CAADP Processes

Government endorsement of Malabo Declaration commitments → Improved NAIP → NAIP targets are met → Country Report to the Biennial Review

IA-APP Toolkit

U.S. Ambassador (left) visits APIX Saint Louis Senegal in April 2019.

The word is out: Senegal is "Open for Agri-Business"

Over the past decade Senegal's government has initiated a number of new tax incentives and business policy regulations to create a more friendly business environment for private investment, specifically in agriculture. The efforts are starting to pay off.

Senegal has been steadily moving up on the global "Doing Business" list. In the latest report, published in October 2019, Senegal ranked #123, up from #141 in 2018 and a vast improvement from earlier years on the list when it hovered around the 150-160 range.

It's easier than ever to get a business set up in Senegal, said Mamadou Lamine Ba, Director of Business Environment at the Agence pour la Promotion des Invetissements et des grands travaux (Agency for Investment Promotion and Major Projects)—"APIX." "Today you can register a business in 24 hours. It used to take 58 days," he said.

APIX is a national agency created in 2000 to promote Senegal as a destination for business investment and to oversee major public-private projects. The agency serves as the main link for anyone wanting to do business in the country, including those interested in public-private ventures. APIX's partnership with the Feed the Future Senegal Program for Increasing Investment in Agriculture, implemented by Africa Lead, began in 2015 and came along at just the right time, Mr. Ba said. "Africa Lead has been a critical partner for us," he said.

After nearly a decade of efforts to make setting up a business in Senegal easier, in 2014 the government of Senegal launched the Plan Senegal Emergent (PSE). As the country's blueprint for transforming economic and social development, attracting job-creating private investment is a core part of the plan. Since the launch of the PSE, the government introduced a number of new business regulations as part of the Business Environment and Competitiveness Reform Program. With agriculture as one of the priority sectors identified in the PSE, APIX was required to increase services and

improve delivery across the country. To help APIX ramp up to meet this requirement, Africa Lead provided capacity strengthening and assistance based on insight from a gap assessment.

In 2015, the APIX office in the northern region of Saint Louis, responsible for an estimated 30 percent of the country's cereal production and 60% of its rice production, was designated as a pilot for regional-based investment assistance offices. The offices would focus on attracting, spurring, and supporting private investment in priority business sectors such as fishing, tourism, and agriculture.

Africa Lead collaborated with APIX's Business Environment Directorate to help establish the North Zone Investment Platform office and to make the platform operational, including human and technical resources, as well as conducting workshops with the stakeholders. Africa Lead also helped APIX define the details for the investment platform's public-private dialogue group and facilitated workshops with the different stakeholders that led to the creation of the North Zone Investment Platform Public-Private Dialogue Group, and provided a leadership training workshop for the platform members.

"Today you can register a business in 24 hours. It used to take 58 days,"

- Mamadou Lamine Ba, Director of Business Environment at APIX

The dialogue group was designed to provide an inclusive space for exchange by all stakeholders intervening and interested in the agriculture sector. Interest in investing in agriculture in the northern region is high, however small and medium-sized enterprises (SMEs) in the region are facing constraints that are hindering their ability to invest in the agricultural sector and fully participate and benefit from this burgeoning business environment.

Simplifying procedures for paying taxes and introducing financial incentives for reducing the cost of importing some farm machinery were priorities that came out of private sector discussions with the government about barriers

Group photo of participants from the APIX Public-Private Dialogue Framework Meeting held in Saint Louis, Senegal in Dec. 2018.

to investment in agriculture. As a result, the government reduced the Value Added Tax (VAT), before finally offering exemptions on certain types of equipment. This has led to an increase in farm equipment purchases needed for modernizing farming methods. As a result of these initiatives, investment in the agriculture sector has been growing. It's nearly doubled to around 80 billion FCFA in the period of 2016-2018, up from some 40 billion FCFA from 2014-2015.

The Africa Lead partnership has helped APIX to improve the quality of the services it provides and, as a result, there has been increased awareness about what it does, said Mr. Ba. The North Zone Investment Platform has rapidly grown from being "just a pilot" to being considered a model business "one stop shop". The model has been replicated in three other regions in Senegal.

According to Mr. Ba, the achievements of APIX so many of which are directly linked to the collaboration and support of the Africa Lead program, have attracted the attention of other donors who are interested in replicating the platform in different regions to bring investment facilitation services closer to rural populations, and to help drive the economy in agriculture. More so now than ever, Senegal is open for business, and more specifically, agri-business.

E M P O W E R   A F R I C A N - L E D   P O L I C Y   S O L U T I O N S

Adaptive Management Systems

Africa Lead recognizes that improved evidenced-based policy learning and adaptive management can contribute to transformative changes in Africa's agriculture. Africa Lead promoted learning and adaptation by building capacity for M&E in government organizations, supporting NSAs to participate and bring evidence to dialogue and policy-making processes, organizing and facilitating learning events and networking activities, and creating and disseminating tools to raise awareness of CAADP.

Africa Lead's work in this program area focused on the following:

- **M&E Capacity Building** – With the knowledge that improvements in M&E can contribute to agricultural transformation, Africa Lead focused on developing the M&E capacity of government organizations and NSA networks. Africa Lead provided M&E specific training to 62 organizations and 401 individuals across all countries and regions where the project worked. The training exposed participants to the critical role of M&E in policy making and demonstrated how accurate data and analysis could lead to better designed, delivered, and measured agriculture programs.

- **Policy Data and Dashboard Systems** – The critical element in evidence-based analysis is that data collected is used to inform decision making, programmatic management, policy formulation, and advocacy. When decision makers have access to real-time information, the government has the opportunity to intervene and manage for results. To support the use of data and improve decision making, Africa Lead worked to develop dashboard

systems, such as the food security dashboard monitoring system developed for Bureau Operationnel de Suivi (BOS) in Senegal.

- **Agriculture Policy Learning Events (APLEs)** – Africa Lead organized and facilitated three APLEs, which provided an opportunity for participants to reflect, share, and learn about the progress achieved and steps taken in the development of national agricultural policy priorities for agricultural growth and food security. The learning shared at these APLEs helped build a common understanding of country experiences and policy challenges that may be blocking the achievement or effective implementation of NAIPs and ways to overcome those challenges.

- **Cross-Border Policy and Trade Learning Events** – Africa Lead facilitated networking activities in the seed sector that led to improved platforms for learning, dialogue, and consultation between government, the private sector, and trade associations related to the seed sector in East Africa. Africa Lead's support and facilitation enabled the establishment of an effective platform for seed sector actors from countries in the COMESA region to dialogue, coordinate, and harmonize policy through evidence-based recommendations and learning.

- **Joint Sector Reviews** – JSRs provide a critical feedback mechanism for stakeholders to review agricultural sector plans, including NAIPs, and performance. Africa Lead supported 14 JSRs, including in Ghana, Nigeria, and Senegal, by facilitating JSR meetings; analyzing, disseminating, and using JSR recommendations to inform NAIPs; advising on making the review process more inclusive; and working with NSAs and the private sector to prepare them to participate in JSRs. Thanks to Africa Lead's support, more countries are performing JSRs that are inclusive, open, and contribute to the achievement of CAADP objectives.

NIGERIA

Federal Ministry of Agriculture and Rural Development (FMARD)

In Nigeria, Africa Lead supported FMARD to operationalize a results-oriented M&E approach. Africa Lead conducted a M&E and Results-based Management (RBM) training course that allowed participants to develop a road map for an evidence-based M&E operationalization/RBM system that would feed into the ministry's knowledge management system and result in better planning. Participants also developed action plans to streamline their M&E systems by clearly articulating steps to hold themselves and each other accountable.

SENEGAL

Plan Senegal Emergent (PSE) and the Bureau Operationnel de Suivi Dashboard

In Senegal, the reform-minded President pushed to implement and monitor the PSE, which will benefit rural populations. In 2015, the BOS was established by presidential decree with a mandate to monitor the government's implementation of the PSE. Africa Lead worked with BOS to improve its M&E capacity, including methodology, planning, tools, and reporting, allowing for more effective real-time monitoring of the PSE, including through the implementation and use of a food security dashboard monitoring system.

SENEGAL

Senegal Joint Sector Reviews

Africa Lead played a key role in supporting the JSR process in Senegal by preparing stakeholders, including NSAs and the private sector, for four consecutive JSRs. The JSR process provides dynamic feedback loops to the government and has contributed to improvements in evidence-based analysis and learning. The JSRs have established a critical feedback mechanism for Senegal's NAIP by generating learning to inform adaptive management and improvements in the implementation of the NAIP.

Uganda and Kenya Agriculture Policy Learning Events

In May 2017, Africa Lead held an APLE in Kampala, Uganda, alongside the 13th CAADP Partnership Platform Meeting. The most recent APLE was held in Nairobi, Kenya, in June 2019, alongside the 15th CAADP Partnership Platform Meeting. These learning events helped to build awareness of the available expertise and best practices in agriculture and food security policy. By sharing existing models and proven solutions across countries, stakeholders gained the appropriate tools and expertise to deliver successful future policy and advocacy interventions in their countries and regions.

EAST AFRICA

East Africa Seed Trade Policy Learning Exchanges

Africa Lead partnered with USAID Kenya and East Africa to pilot a regional seed activity to enhance learning and coordination, operationalize regional policies, and unlock specific barriers to regional seed trade. After holding national leadership dialogues with 49 national leaders from across East Africa, Africa Lead facilitated two learning visits in Uganda and Kenya. These visits included seed sector leaders from Ethiopia, Kenya, Tanzania, Uganda, Rwanda, South Sudan, and Zambia. Through cross-country engagement, these leaders reviewed seed certification processes and border operations to identify specific actions to take, including conducting bi-annual audits of country seed certification processes and establishing a regional system to determine demand and surplus in different countries.

BOS Managing Director speaks at BOS' 2018 Annual Review and 2019 Planning Workshop.

Building Bridges to Economic and Food Security; linking Senegal's top priorities to action

As one travels northeast from Senegal's capital Dakar and inland away from the Atlantic Ocean, the semi-arid characteristics of the Sahel quickly begin to reveal themselves. Known as the Thies Region, the coastal to plateau rust colored landscape contrasts with much of Senegal's southern tropical composition. Even with limited rainfall, this northern region's agriculture is held together by farmers and the income they can fetch for rice, peanuts, cassava, millet, fruit and livestock they sell to larger markets.

Now the vulnerable region might be held together by something not usually thought of as the missing link for food security—bridges.

Taiba N'Diaye, a locality in the Thies Region, has recently been linked to Senegal's only port in Dakar 70 kilometers away by nine new metal movable bridges built by the Senegalese government. Built to accommodate oversized trucks and heavy weight loads, these bridges open up new options for transporting goods and materials to the area, as well as moving goods to markets along the road to Dakar and beyond.

What is unique about this story is not that the bridges were built, but rather how the government came to the decision to build the bridges in the first place.

In 2015, a new government institution—the Bureau Opérationnel de Suivi du Plan Sénégal Emergent, known as BOS— was established to oversee the progress and execution of Senegal's ambitious economic and social development plan—the Plan for an Emerging Senegal (PSE). The PSE aims to move the country from low-income to an emerging market with middle income status by 2035. The Feed the Future Senegal Program for Increasing Investment in Agriculture, implemented by Africa Lead, immediately began supporting BOS with capacity building and training for M&E. One critical area of support from Africa Lead was the development of an M&E Dashboard to help monitor the implementation of the PSE.

The Dashboard has since become a central tool used by BOS to identify problems and advance solutions to decision makers.

"The Dashboard is a tool and a strategy to help decision makers make decisions based on real-time information. They see it and can say, 'OK, this is where I need to act and decide'," explained Djiby Diagne, BOS Head of Projects Monitoring Department. The Dashboard consists of a list of the 27 Key Flagship Projects and 17 Reforms of the PSE. Next to each item is a flag in the color of green, orange, or red used to indicate progress.

The flag colors are tallied to give an overall indication of how the implementation of the various initiatives and the PSE overall are trending. This report contains a "Message of the Week," which is a brief summary of time-sensitive or urgent matters related to project execution accompanied by a proposed solution from the BOS team.

"We know that the president pays attention to the dashboard report," said Diagne. "You can read the Council of Ministers report and see where decisions have been taken or the president will talk about a topic and it's one that we highlighted on the first page of the dashboard report, in our "Message of the Week," he added.

"The dashboard is a collaborative platform that is presented to the president each week highlighting what's working, what's not working, what are the problems that warrant his intervention, and what are the proposals and solutions presented that require a decision…the dashboard allows project implementers to regularly update and diffuse information on their reform projects, and gives decision makers access to weekly-updated information, allowing them to effectively spur Senegal's economic transformation".

Mr. Babacar Gning, Deputy Director, BOS

It was a red flag on the dashboard and the set of recommendations that finally unlocked the construction of the nine bridges to the Thies Region, a long-standing PSE objective. Turbines for Senegal's first utility-scale wind energy project in Taiba Ndiaye were being held at Dakar's port because they could not pass over the old cement bridges on the route, nine of them in all. The proposed solution was to replace them with new movable metal bridges, only the cost was prohibitive.

"At first the president didn't react," said Diagne. "So two weeks later we presented the Dashboard message again stressing the urgency. This time he said yes," said Diagne. The president authorized freeing up the funds. The bridges were replaced and the 158 MW wind farm was completed on time and is now up and running. The PSE objective of increasing electricity supply to rural communities remained on track.

Transport challenges like this do not just impact hard infrastructure like energy projects. Poor transport infrastructure drives up the cost of Sub-Saharan Africa's agricultural goods, making them unaffordable, increasing post-harvest food loss, and serving as a major limiting factor for farmer income. The knock-on effect of building the Thies Region's overdue bridges should result in stronger food security infrastructure. And thanks to the BOS Dashboard, hopefully more links will be made between infrastructure and food security.

"Overall this has been a great partnership," said Diagne. "The Dashboard and other M&E tools that were settled and defined in 2015 and 2016, we're still using them and we'll continue to do so," he concluded.

FALL ARMYWORM

Africa Lead and Learning and Collaboration Support to USAID's Fall Armyworm Response

First surfacing in Nigeria in January 2016, the devastating invasive pest Spodoptera frugiperda or Fall Armyworm (FAW) could be found in 29 countries across the continent by 2018. In six countries alone—Ethiopia, Ghana, Kenya, Nigeria, Zambia, and Zimbabwe—the pest infested 1.5 million hectares of maize. According to 2018 estimates by the International Maize and Wheat Improvement Center's (CIMMYT) Global Maize Program, FAW had the potential to destroy between 8.4 and 20.6 million tons of maize valued at $2.5 and $6.1 billion per year across Africa. As such, FAW not only affects production of a staple food crop, it also undermines the economic viability of Africa's emerging private seed sector and threatens to roll back gains in regional food security and trade.

In response, Africa Lead supported USAID's Fall Armyworm Task Force (the Task Force) through a series of regional and continental learning events from late 2017 through 2019. The project also worked with the Task Force to support EAC efforts to advance private sector solutions for safe biological controls in the region.

Continental and Regional Learning as Response

Africa Lead first supported the Task Force in increasing regional cooperation among governments and Feed the Future implementing programs in East Africa. Africa Lead provided logistics and communications support for the East Africa Regional Fall Armyworm Training and Awareness Generation Workshop held in Addis Ababa, Ethiopia, in November 2017. This workshop, the second in a series of three regional training and awareness generation events organized by the Task Force and CIMMYT, helped USAID finalize inputs on USAID's Fall armyworm in Africa: a guide for integrated pest management, released in early 2018. During the workshop, participants from Burundi, Kenya, Rwanda, Somalia, South Sudan, and Tanzania explored various integrated pest management (IPM) approaches to control the Fall Armyworm, such as scouting, monitoring and surveillance, pheromone traps, biological control and encouraging natural enemies of the pest, host plant resistance, cultural control and sustainable agro-ecological management, and pesticide use risk management.

Brazil Study Tour

In March 2018, Africa Lead supported USAID's Fall Armyworm Task Force in undertaking a study tour to Brazil. The tour exposed African decision makers to proven and successful technology to combat the species in a country with a similar agro-ecological zone.

High-level delegates from 11 countries, as well as representatives of EAC, ECOWAS, AUC DREA, FAO, CIMMYT, and the African Agricultural Technology Foundation, visited Brasilia and Sete Lagoas, where they met with officials from the government of Brazil and EMBRAPA, the state-owned Brazilian Agricultural Research Corporation affiliated with the Brazilian Ministry of Agriculture. Over the course of the multi-day learning tour, they learned how to apply IPM principles as well as the pros, cons, and limitations of various technologies (biological control, bio pesticides, chemical pesticides, bio cultural, and biotechnology) and the enabling environment required to develop or apply these technologies in their own countries. The importance of private sector innovation and investment to facilitate technology transfer was also a focus of the tour, which included field visits as well as technology demonstrations.

At the conclusion of the tour the Commissioner for Rural Economy and Agriculture, H.E Mrs. Josefa Sacko, convened a meeting of the African government delegates to agree on the way forward for AU member states and develop a plan for action going forward.

Collective Action

As part of USAID's contributions to the continent-wide response to Fall Armyworm, Africa Lead provided a team of facilitators and support staff to increase collective impact and collaboration among more than 200 participants in the Fall Armyworm Research for Development Consortium conference held in Addis Ababa at the African Union in late October 2018. In the run-up to the event, Africa Lead facilitated the first in-person meeting of the USAID Fall Armyworm Task Force's implementing partners and consultants.

East African Community's Public-Private Partnership for Improved Fall Armyworm Policy

In late 2018, Africa Lead supported the EAC Secretariat to design and organize a regional FAW workshop. The workshop brought together key institutions to take stock of FAW management efforts in the region, identify critical challenges and limitations in FAW action plans, and identify strategic actions to enhance FAW interventions. An action plan was developed by the participating members.

As a follow-up to the event and the action plan, in late 2018 through mid-2019, Africa Lead facilitated engagement between the Task Force and the EAC to develop a strategy for a public-private partnership for FAW response. The strategy supported EAC's efforts to implement and domesticate harmonized pesticide guidelines by 2020. Africa Lead played a central role in facilitating the drafting of this strategy, as well as in supporting the EAC with planning and supporting the technical consultants for the Technical Working Group Meeting for Pilot Testing of Harmonized Pesticide Guidelines for Efficacy Trials, held in March 2019 in Arusha, Tanzania. Africa Lead delivered a final strategy document, supported finalization of efficacy technical documents and agreements developed during the EAC Technical Working Group meeting, and ensured handover of activity support to USAID's Partnership for Inclusive Agricultural Transformation in Africa (PIATA).

EMPOWER AFRICAN-LED POLICY SOLUTIONS

CAADP Backbone

In 2003 in Maputo, Mozambique, African heads of state, through the African Union, launched CAADP, a continental policy framework for agriculture and agriculture-led development aimed at reducing poverty and increasing food security on the continent. In 2014, with CAADP having faced various challenges, including difficulties measuring progress against the goals, African heads of state recommitted and re-established the goals of CAADP through the Malabo Declaration.

In September 2015, Africa Lead and AUC DREA signed a letter of agreement in which the project committed to support the secondment of professional staff to AUC DREA for up to three years to facilitate the continental commitment to transform agriculture.

Since then, Africa Lead has supported AUC DREA and countries across the continent in meeting the Malabo Declaration commitments and CAADP goals. Areas of Africa Lead support include:

- **AU Advisory, Facilitation, and Strategy Support** – AUC DREA leads efforts to support the implementation of CAADP, including assisting compact signatories in developing NAIPs and meeting other milestones. To ensure AUC DREA could fulfill this role, Africa Lead provided organizational development assistance, including through the secondment of professional staff and the development of a rollout plan for the Malabo Implementation Strategy and Roadmap as well as a five-year business plan to improve coordination and facilitation around CAADP implementation and monitoring.

- **CAADP Accountability Processes (JSRs, NAIPs)** – Mutual accountability is a guiding principle of CAADP, and country-level JSRs are important instruments for ensuring that accountability. JSRs bring together diverse stakeholders to review agricultural sector plans and performance, including progress toward commitments made in CAADP compacts and NAIPs. Africa Lead supported countries in developing NAIPs that aligned to their CAADP compacts and undertaking effective, inclusive, and transparent JSRs.

- **CAADP Biennial Review facilitation, learning, and training support** – The CAADP Biennial Review assesses country progress against a common set of indicators and thematic areas of the Malabo Declaration, triggering policy change and guiding adjustments to NAIPs. The first such review was held in January 2018, with Africa Lead providing planning, capacity building, communication, and logistical support to ensure it was a success.

- **CAADP Development Partners Coordination Group (DPCG)** – The CAADP DPCG is a forum of more than 20 international agencies, through which members align and coordinate their support for the CAADP agenda. Africa Lead built the capacity of the DPCG to serve as an effective platform among development partners, international financial institutions, UN technical agencies, and research and technical partners.

- **CAADP Peer-to-Peer (P2P) Network** – One of the major recommendations from the first Biennial Review report was to establish a country-to-country, peer-to-peer learning and collaboration platform for the exchange of best practices. In late 2018, the AU and Africa Lead launched the CAADP P2P Network to facilitate increased learning and sharing among practitioners and technicians working on CAADP at the country level.

Early technical consultations for the 2014 Malabo Declaration

The 2014 Malabo Declaration includes food security goals to be attained by 2025. Africa Lead supported AUC DREA in developing these commitments, helping plan, design, and facilitate a leadership retreat for permanent secretaries and heads of ministries of agriculture to discuss how best to operationalize the 2014 Declaration. Africa Lead also facilitated the development of the Malabo Implementation Strategy and Roadmap, a 24-month rollout plan and budget.

CAADP Accountability Processes (NAIPs, JSRs)

To ensure JSRs function as effective accountability measures, Africa Lead helped cultivate in stakeholders across the continent a common understanding of the principles of a strong JSR. The project then helped stakeholders put these principles into practice, supporting 14 JSRs, including in Ghana, Nigeria, and Senegal. This support included facilitating JSR meetings, analyzing and disseminating JSR recommendations and ensuring they informed NAIPs, and advising on making the review process more inclusive. With Africa Lead support, more countries are performing JSRs that are inclusive and open and that contribute to the achievement of CAADP objectives.

Facilitation training and validation for the first and second Biennial Review

Africa Lead provided extensive capacity-building assistance in the runup to the January 2018 Biennial Review, training Biennial Review trainers and country technical staff, including 156 data experts from 51 African Union countries. Africa Lead was also involved in continental and country-based post-review dissemination and learning events and helped develop plans for using the 2018 Biennial Review report. More recently, in preparation for the 2020 Biennial Review process and report, Africa Lead conducted a training of trainers on the Biennial Review Technical Guidelines and Process.

CAADP Biennial Review Communications and Advocacy Toolkit

To educate stakeholders on CAADP and the Biennial Review process, Africa Lead worked with the African Union to develop a CAADP Biennial Review communications and advocacy toolkit that advocates at any level can use to inform the public and decision makers about the importance of CAADP. It provides presentation materials, advocacy tools and guidelines, and an interactive online application to navigate the results of the 2018 Biennial Review. In June 2019, during the 15th CAADP Partnership Platform (PP) meeting the African Union officially launched the toolkit. The toolkit—''Catalyzing Action and Agricultural Transformation in Africa: Understanding CAADP and the Biennial Review''—is available for download on the AUC DREA website at https://www.au.int/caadp/toolkit. Recently, in response to requests from the African Union and other partners, Africa Lead developed a second version of the toolkit, which includes new capabilities like cross-year comparisons, visualizations, and links to other tools and resources.

CAADP Development Partners Coordination Group

Africa Lead built the capacity of the DPCG—a forum of more than 20 international agencies, including development partners, international financial institutions, and research partners—to better align and coordinate its support for the CAADP agenda. Through a contract with Wasafiri Consulting, Africa Lead supported the DPCG Secretariat, helping it develop the DPCG Action Plan, convene monthly coordination meetings, develop an Organizational Development Assessment indicator as part of donor accountability within the CAADP Biennial Review framework, and push for closer collaboration with the African Union. As a result of Africa Lead's support, DPCG is better functioning as a donor coordination platform that enhances a shared vision, promotes accountability, and facilitates open communication between government and donors to advance the CAADP agenda.

CAADP Peer-to-Peer Network

The African Union and Africa Lead launched the Peer-to-Peer (P2P) Network to facilitate increased learning and sharing among practitioners and technicians working on CAADP at the country level. Central to the network is an online platform that features discussion rooms, newsfeeds, videos, a library, and webinars. Africa Lead designed and produced three P2P webinars for the network's more than 100 members. The first webinar focused on the Africa Food Safety Index and featured input from AUC DREA, AUDA-NEPAD, the Partnership for Aflatoxin Control in Africa, and independent food safety experts. The second engaged experts from AUC DREA and the FAO to discuss how the Malabo Declaration addresses resilience. A third webinar focused on youth and CAADP, and specifically how to encourage greater involvement and participation of youth in agriculture.

PILLAR 3

Learning from Empowering African-Led Policy Solutions

Africa Lead worked to facilitate African-led policy solutions and learning that would empower an inclusive set of stakeholders to facilitatively lead, adaptively manage, and hold themselves accountable for improved, broad-based food security and resilience policy outcomes. Through this work, Africa Lead learned many lessons on working with local institutions and leaders.

Lessons

- **People and institutions resist change not because they are afraid of change, but rather because they are afraid of losing what they have.** It is important to be mindful of this in designing adaptive management solutions. It is common knowledge that vested interests are one of the main obstacles to policy change. In some cases, this obstacle can be reduced by showing interested parties how they could benefit from change.

- **Adaptive management tools serve as an objective "facilitator" between groups to address failure, success, and opportunities.** Most people see data as objective. These tools allow people to agree on facts, draw lessons, adjust and be catalysts for change.

- **Learning from a baseline allows for measurable adaptation.** Learning experiences, data, and other adaptive management tools are most effective when they are part of comprehensive strategies informed by initial assessments and baselines to adapt from.

- **Building a collaborative governance platform and process is time consuming and requires commitment, drive, and resources.** But these investments have long-term benefits beyond the immediate challenge that is being addressed. Good collaborative governance should lead to win-win outcomes for all stakeholders.

- **Mutual accountability and shared measures of performance are critical for driving collaborative governance processes.** The organizations involved in the collaboration can then share credit for success and responsibility for failure.

- **Effective collaborative governance should start from the lower level, bottom-up, respecting the principle of subsidiarity.** This means that critical decisions and engagements should begin at the lowest unit. These can then rise and escalate to global levels. This was increasingly clear with facilitation and mobilization of NSA cooperation.

- **Building trust as a neutral facilitator has helped Africa Lead to play a key role as a facilitative leader in agricultural policy processes.** Across the program's portfolio, Africa Lead developed trust with counterparts and partner beneficiaries as a neutral facilitator to empower participants to achieve self-defined goals and objectives. As a result, beneficiaries were more likely to ask for help from Africa Lead and view the project as a partner without a specific agenda to execute.

- **NSAs, and in particular civil society organizations, have a vital role to play as translators and intermediaries between local**

realities and national-level policy priorities. Understanding the actors and processes that bridge this gap, developing an evidence base, and helping to give local actors exposure and an opportunity to engage with national-level institutions, are key to developing policies that represent local needs.

- **Since most agricultural activities are implemented at the community level, developing partnerships between citizens and local government can be a great asset.** When government leadership at the local level is open and receptive to collaboration with citizens groups, there is a unique window of opportunity to achieve effective local policy results through collaborative governance. Trust among organizations and stakeholders is paramount and is built through structure, clear processes, incentives, a shared agenda, and sustained coordination.

- **When donors and development partners address collaborative governance challenges with preconceived solutions or tools, they become the de facto drivers of change, which is ultimately inappropriate and unsustainable.**

- **Institutional design, which can describe the basic protocols and ground rules for collaboration, is critical for the procedural legitimacy of the collaborative process.** As a facilitator of collaborative governance processes and platforms, Africa Lead actively sought broad participation from a diverse set of stakeholders and ensured that all actors were oriented to the institutional design of the multi-stakeholder initiative.

- **Teaching CAADP is important for achieving it.** CAADP by itself as a policy framework does not trigger action if not communicated correctly or used as a practical educational, organizing, planning, and accountability tool.

- **CAADP as an adaptive management tool works well when all levels are linked and coordinating constructively.** CAADP as a monitoring framework is good as a set of shared goals, however there needs to be a connective tissue built on a common language

and ongoing communication. Initially, there was resistance to CAADP partly because lower level institutions—mainly national—felt that the AU was imposing top-down, burdensome systems without an adequate understanding of existing national-level systems. CAADP implementation improved when there was partnership between the different levels, with lower-level governments and organizations providing feedback to help shape the continental strategy and systems.

- **Overall AU CAADP support should be strategic and structured engagement, collaboration, and partnership.** This has greater impact than ad hoc responses to requests for support.

- **Policy processes matter just as much, and sometimes more, than the content of the policy itself.** A well thought-out, intentional policy process will be more successful. The process should be adaptive, co-created with stakeholders, and should include a basket of tools and approaches to be utilized as needed.

- **Policy facilitation takes time and requires consistency.** Policy making is a continuous, unending cycle where implementation yields new policy questions. Policy processes are not events. This is because they require building of trust and involve relationships and creating a connection between different activities or events. Policy process is therefore primarily about building relationships, continuous dialogue, and continuous planning.

- **The social, political, and cultural context in which a policy is made is important.** Socio-cultural impulses and the political context influence what policy is made and how that policy is interpreted. This is especially so for African agriculture.

- **Neutral, inspired, and informed facilitation is critical for policy processes.** This allows the players to trust the facilitator. Facilitative leadership is the best approach for leading policy development because emotional intelligence is required to manage policy processes.

- **In managing the policy change process, "What's in it for me?" is a question that needs to be answered.** Unless the benefits and costs of alternative policy options are clarified and understood by the different

actors, then the policy process will be hobbled by uncertainty and disagreements (instead of trade-off and consensus). As facilitators, it is important to understand what the different stakeholders want and need and to account for that in the process. The dialogue process must clarify benefits and how the risks and challenges will be addressed.

- **An understanding of political economy issues is critical to sound programming.** As development partners and actors we must understand power dynamics at all levels.

- **Have a broad concept of evidence in policy.** Evidence is not just scientific facts and data. It also includes opinions, emotions, and aspirations, as well as how it is packaged and used by actors to influence decision making.

- **The CAADP process is complex and far removed from sub-national decision making.** To be useful for bottom-up, locally-driven reform efforts that align with national priorities, certain actors need to serve as translators that contextualize the framework and interpret commitments for stakeholders at sub-national levels. Not all aspects of CAADP are useful or relevant for local actors.

Recommendations

- **Donors should be careful to follow a "do no harm" approach when supporting actors who are part of a collaboration platform.** Development partners should avoid setting up mechanisms that create or perpetuate adversarial relationships between non-governmental and governmental institutions. They should instead foster collaboration.

- **Collaborative governance is crucial for the entire policy cycle, not just part of it.** Development partners should seek collaborative governance that goes beyond NSAs contributing to policy design, and that results in sharing responsibilities for policy implementation. This will help break the tradition of government-led, government-dominated governance.

- **Support for collaborative governance ought to be a long-term approach.** Donors should encourage a culture of collaboration by building it into successive and multiple projects over time.

- **Interpretation of data and evidence-based learning is more complete when all different viewpoints are included.** Donors and implementing partners should encourage and facilitate learning and discussions around data that include multiple stakeholders with different perspectives and interests (as opposed to like-minded ones).

- **Efforts to reform or otherwise change policy should be accompanied by efforts to teach and promote the value of change.** Leadership and organizational development are two important ways to do this.

- **Change processes should be carefully planned and well-paced.** Effective change processes require deployment of well-designed adaptive tools, with clear episodes for learning that help actors to generate data, draw lessons, clarify processes, and manage uncertainty to make the change process less overwhelming.

- **Everyone can learn from data and evidence, not just elites.** Recognize that even the actors at the sub-national level can understand, interpret, and learn from data and evidence when it is presented to them in formats and in forums that promote interaction and identification with the data.

Tools and Resources

IA-APP Toolkit

The IA-Assessment, Prioritization & Planning toolkit is a suite of customizable tools to facilitate a multi-stakeholder process and collaborative decision making to assess a country's IA and design a plan to strengthen it. The process empowers stakeholders to collectively identify priority issues and co-develop solutions for strengthening inclusive, evidence-based policy change. *open link*

CAADP Biennial Review Toolkit

In collaboration with the African Union Commission's department for Rural Economy and Agriculture (AUC DREA) and the African Union Development Agency's New Partnership for Africa's Development (AUDA-NEPAD), Africa Lead supported the development and launch of a new communications toolkit for CAADP advocates, leaders, and focal points entitled, "Catalyzing Action & Agricultural Transformation in Africa: Understanding CAADP & the Biennial Review." Available in both English and French, the toolkit provides an online interactive application to navigate and explore the results of the 2018 Biennial Review and also provides a powerful interactive PowerPoint presentation slide deck. *open link*
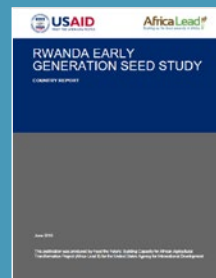
Early Generation Seed study - Nigeria
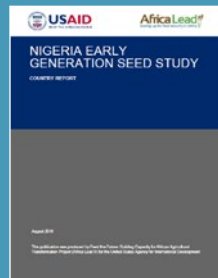
Africa Lead supported USAID's Early Generation Seeds (EGS) program, which was a partnership among several donors to make significant seed system changes to break the bottlenecks on breeder and foundation seed, primarily in Africa. This study was commissioned in Nigeria to better understand farmer requirements (i.e., demand), independent of the policy and technical parameters affecting EGS supplies.

open link

Early Generation Seed study - Rwanda

Africa Lead supported USAID's Early Generation Seeds (EGS) program, which was a partnership among several donors to make significant seed system changes to break the bottlenecks on breeder and foundation seed, primarily in Africa. This study was commissioned in Rwanda to better understand farmer requirements (i.e., demand), independent of the policy and technical parameters affecting EGS supplies.

open link

Early Generation Seed study - Zambia

Africa Lead supported USAID's Early Generation Seeds (EGS) program, which was a partnership among several donors to make significant seed system changes to break the bottlenecks on breeder and foundation seed, primarily in Africa. This study was commissioned in Zambia to better understand farmer requirements (i.e., demand), independent of the policy and technical parameters affecting EGS supplies.
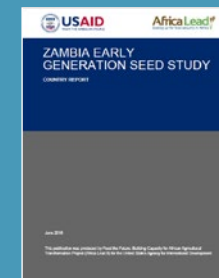
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CAADP 101 Video

The Comprehensive Africa Agriculture Development Programme (CAADP) is the continental plan for agricultural transformation launched in 2003 by African countries to reduce poverty and increase food security on the continent. This video describes the CAADP framework and recent progress made in the implementation of the continental program. *open link*

Early Generation Seed study - Kenya
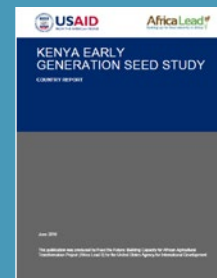
Africa Lead supported USAID's Early Generation Seeds (EGS) program, which was a partnership among several donors to make significant seed system changes to break the bottlenecks on breeder and foundation seed, primarily in Africa. This study was commissioned in Kenya to better understand farmer requirements (i.e., demand), independent of the policy and technical parameters affecting EGS supplies.
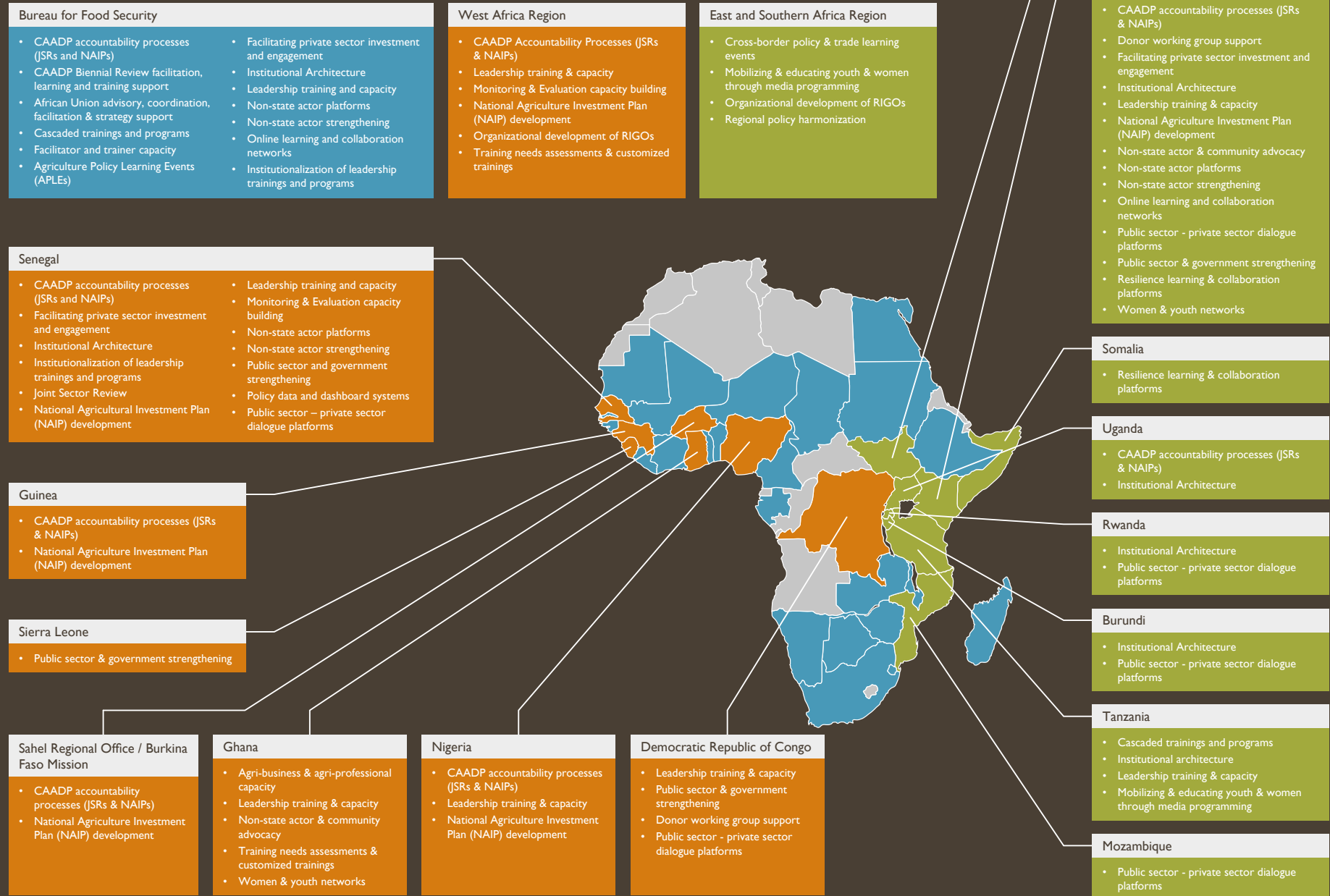
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+ Country Reports

Program Focus

Bureau for Food Security

- CAADP accountability processes (JSRs and NAIPs)
- CAADP Biennial Review facilitation, learning and training support
- African Union advisory, coordination, facilitation & strategy support
- Cascaded trainings and programs
- Facilitator and trainer capacity
- Agriculture Policy Learning Events (APLEs)
- Facilitating private sector investment and engagement
- Institutional Architecture
- Leadership training and capacity
- Non-state actor platforms
- Non-state actor strengthening
- Online learning and collaboration networks
- Institutionalization of leadership trainings and programs

West Africa Region

- CAADP Accountability Processes (JSRs & NAIPs)
- Leadership training & capacity
- Monitoring & Evaluation capacity building
- National Agriculture Investment Plan (NAIP) development
- Organizational development of RIGOs
- Training needs assessments & customized trainings

East and Southern Africa Region

- Cross-border policy & trade learning events
- Mobilizing & educating youth & women through media programming
- Organizational development of RIGOs
- Regional policy harmonization

Senegal

- CAADP accountability processes (JSRs and NAIPs)
- Facilitating private sector investment and engagement
- Institutional Architecture
- Institutionalization of leadership trainings and programs
- Joint Sector Review
- National Agricultural Investment Plan (NAIP) development
- Leadership training and capacity
- Monitoring & Evaluation capacity building
- Non-state actor platforms
- Non-state actor strengthening
- Public sector and government strengthening
- Policy data and dashboard systems
- Public sector – private sector dialogue platforms

Guinea

- CAADP accountability processes (JSRs & NAIPs)
- National Agriculture Investment Plan (NAIP) development

Sierra Leone

- Public sector & government strengthening

Sahel Regional Office / Burkina Faso Mission

- CAADP accountability processes (JSRs & NAIPs)
- National Agriculture Investment Plan (NAIP) development

Ghana

- Agri-business & agri-professional capacity
- Leadership training & capacity
- Non-state actor & community advocacy
- Training needs assessments & customized trainings
- Women & youth networks

Nigeria

- CAADP accountability processes (JSRs & NAIPs)
- Leadership training & capacity
- National Agriculture Investment Plan (NAIP) development

Democratic Republic of Congo

- Leadership training & capacity
- Public sector & government strengthening
- Donor working group support
- Public sector - private sector dialogue platforms

South Sudan

- Resilience learning & collaboration platforms

Kenya

- Agri-business & agri-professional capacity
- CAADP accountability processes (JSRs & NAIPs)
- Donor working group support
- Facilitating private sector investment and engagement
- Institutional Architecture
- Leadership training & capacity
- National Agriculture Investment Plan (NAIP) development
- Non-state actor & community advocacy
- Non-state actor platforms
- Non-state actor strengthening
- Online learning and collaboration networks
- Public sector - private sector dialogue platforms
- Public sector & government strengthening
- Resilience learning & collaboration platforms
- Women & youth networks

Somalia

- Resilience learning & collaboration platforms

Uganda

- CAADP accountability processes (JSRs & NAIPs)
- Institutional Architecture

Rwanda

- Institutional Architecture
- Public sector - private sector dialogue platforms

Burundi

- Institutional Architecture
- Public sector - private sector dialogue platforms

Tanzania

- Cascaded trainings and programs
- Institutional architecture
- Leadership training & capacity
- Mobilizing & educating youth & women through media programming

Mozambique

- Public sector - private sector dialogue platforms

Bureau for Food Security (BFS)

IN REVIEW **Fiscal Years 2014 - 2019**

Non-state actors gather for planning during side meetings at the 12th CAADP Partnership Platform meeting, April 2016 in Accra, Ghana.

9 small grants awarded to local organizations in Kenya and Senegal to improve evidenced-based advocacy at the sub-national level

110 users engaged in an online collaboration platform to support the CAADP Peer-to-Peer Network

14 Joint Sector Reviews facilitated

Africa Lead's continental program is unique in that it leverages broad support across nearly five operating units within USAID/Washington to invest in key Comprehensive Africa Agriculture Development Program (CAADP) actors and initiatives at the continental level, as well as bottom up support for country-level work aligned to CAADP frameworks and process, such as the Biennial Review and the Country Agribusiness Partnership Framework (CAP-F). In addition, the program invests in discrete country-level activities when windows of opportunity arise to test an approach and catalyze local actors within the context of continental-wide process and systems. Africa Lead's unique vantage point at the local, regional, and continental levels helps to identify opportunities for learning and knowledge sharing between Missions, implementation partners, and key African institutions. Africa Lead's work through the Bureau for Food Security (BFS) focused on engaging non-state actors (NSAs) in policy processes and collaborative governance, providing backbone support to the CAADP, and working closely with African Union Commission (AUC) and member states to meet Malabo Declaration commitments.

Select accomplishments are described in more detail in the Activity Overview section.
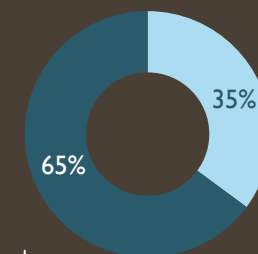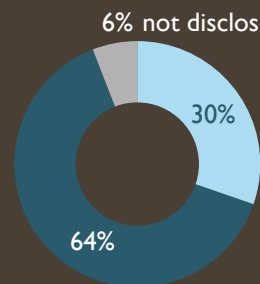
Key Results

1,534 organizations supported

136 Research/university/school
427 Public sector/government
240 Non-state actors
731 Private sector, community, & farmer organizations supported

122 food security events held

5,342 individuals engaged in food security policies or programs

6% not disclosed
30% Female
64% Male
35% Female
65% Male

915 individuals trained

Key Partners

Academic
- Ahmadu Bello University, Nigeria
- International Food Policy Research Institute (IFPRI)
- Kwame Nkrumah University of Science and Technology, Ghana
- Obafemi Awolowo University, Nigeria
- Regional Strategic Analysis and Knowledge Support System (ReSAKSS)
- University for Development Studies, Ghana
- University of Benin, Nigeria
- University of Nigeria

Community-based Org.
- Consumer Unity and Trust Society, Centre for Intl. Trade, Economics and Environ.
- Kericho Dairy Development Organization (KDDO)

Donor Working Group
- Development Partners Coordination Group (DPCG)

Farmer Organization
- National Potato Council of Kenya (NPCK)
- Sugar Campaign for Change (SUCAM)

Government
- Ministère de l'Agriculture et de l'Equipment Rurale (MAER) - Senegal
- Ministry of Agriculture and Irrigation (MoAI) - Kenya

NGO
- African Fertilizer and Agribusiness Partnership (AFAP)
- Institute for People, Innovation & Change in Organizations (PICO)

NSA Network
- Africa Agribusiness Academy (AAA)
- Agricultural Council of Kenya (AgCK)
- Agricultural Council of Tanzania (ACT)
- CAADP Non State Actors Coalition
- Conseil National de Concertation et de Coopération des Ruraux (CNCR)

Private Sector
- Entreprise Aissatou Gaye (EAG)
- Open Institute (OI)

RIGO
- African Union Commission/Department of Rural Economy & Agriculture (AUC DREA)
- Common Market for Eastern and Southern Africa (COMESA)
- Intergovernmental Authority on Development (IGAD)

Working Group
- Policy Reform for Investment (PR4I) Multi-Stakeholder Advisory Committee - Kenya
- Policy Reform for Investment (PR4I) Multi-Stakeholder Advisory Committee - Senegal
- Policy Reform for Investment (PR4I) Multi-Stakeholder Advisory Committee - Tanzania
- Tanzania Policy Analysis Group

Africa Lead Support

- Backbone Support
- Capacity Building (via grant)
- Capacity Building (via OCA)
- Champions for Change Institutionalization
- Coaching and Mentoring
- Coordination
- Coordination for CAADP and Malabo Implementation
- Coordination for National Agriculture Investment Plan
- Inclusive Policy Dialogue
- Institutional Architecture Improvement Planning
- National Agriculture Investment Plan
- Organizational Development
- Strategic Development
- Support for Joint Sector Review
- Technical Assistance
- Technical Networks Activity

Activity Overview

Engaging NSAs in Policy Process and Collaborative Governance: NSA Small Grants Program and Policy Reform for Investment Mobilization (PR4I)

CAADP's success depends on stakeholders from across the agricultural sector coming together to discuss, inform, and improve policy based on evidence derived from their own experiences. As such, Africa Lead helped engage NSAs, including members of the private sector and civil society, in policy processes and collaborative governance. Two initiatives, the NSA Small Grants Program and Policy Reform for Investment Mobilization (PR4I), illustrate how the project's efforts to broaden NSA participation in CAADP processes contributed to more inclusive, evidence-based policymaking.

Africa Lead launched the NSA Small Grants Program with the CAADP Non-State Actors Coalition (CNC) to improve citizen engagement in food security at the sub-national and national levels in Kenya and Senegal. In Kenya, for example, the project issued a grant to the Open Institute to train farmers and households in Nakuru County to collect agricultural data that could inform evidence-based policy recommendations. Some 4,000 households contributed data, which the Nakuru County government used to prioritize budget allocations for agricultural projects. In Senegal, a grant to the Groupe de Dialogue Social et Politique and the Conseil National de Concertation et de Cooperation des Ruraux supported regional consultative dialogue platforms to contribute to monitoring and implementing the country's National Agricultural Investment Plan (NAIP).

Like the NSA Small Grants Program, PR4I sought to improve evidence-based advocacy and reform. Specifically, PR4I supported value chain-related policy improvements through small grants to private organizations in Kenya, Senegal, and Tanzania. In Kenya, for example, the Consumer Unity and Trust Society—Centre for International Trade, Economics and Environment (CUTS-CITEE) received a grant to study and advocate reforms in the cassava sector. In Tanzania, Africa Lead issued a grant to the Agricultural Council of Tanzania (ACT) to study and advocate policy improvements in three value chains. ACT found lack of land registration and the resulting inability to meet collateral requirements to obtain financing to be constraints across all the value chains. With this insight, ACT is better prepared to prioritize and advocate policy reforms.

Grants under both the NSA Small Grants Program and PR4I have helped NSAs conduct the research, analysis, and advocacy needed to advocate better agricultural policies.

CAADP Backbone Support: Core Capacity Building

The African Union Commission's Department of Rural Economy and Agriculture (AUC DREA) supports member countries to achieve CAADP, including by assisting countries to understand and meet commitments under the Malabo Declaration and CAADP. To support AUC DREA in fulfilling this role, Africa Lead helped operationalize the Malabo Declaration commitments as well as provided organizational development assistance to AUC DREA.

The 2014 Malabo Declaration presents a more targeted approach to achieving CAADP's goals, setting out objectives to be attained by 2025. To support the development of the commitments under the Malabo Declaration, Africa Lead planned, designed, and facilitated a leadership retreat for permanent secretaries and heads of ministries of agriculture to discuss how best to operationalize the 2014 declaration. Africa Lead also facilitated the development of the Malabo Implementation Strategy and Roadmap (IS&R), a 24-month rollout plan and budget. Later, to assist AUC DREA in raising awareness of the Malabo commitments and IS&R at the local, regional, national, and continental levels, Africa Lead developed "Seize the Moment," an outreach campaign that featured prominent African actors.

Africa Lead also strengthened AUC DREA's capacity to oversee the implementation of the IS&R. Fundamental to this assistance was supporting AUC DREA to select and second professional staff, including a senior CAADP advisor. These staff assisted AUC DREA in developing a detailed rollout plan on six urgent actions related to the IS&R and in crafting a five-year business plan to improve coordination and facilitation around CAADP

implementation and monitoring more broadly. As a result of Africa Lead support, AUC DREA is in a stronger position to support the implementation of CAADP. Throughout the life of the project, Africa Lead also provided strategic facilitation and coordination support to the AUC DREA through the CAADP senior advisor.

CAADP Backbone Support: Expanding Stakeholders

Since 2003, CAADP has sought to align diverse stakeholder interests around shared common policy goals related to agriculture and food security. But local stakeholders such as farmers' groups, CSOs, businesses, and private sector associations were largely uninvolved in policy-making processes. In response, at the 2010 CAADP Partnership Platform, a loosely organized network of NSAs began discussing the need for a more formal structure to engage civil society on CAADP at the country, regional, and continental levels. In parallel, a recognition of the importance of addressing constraints to private sector investment led to the establishment of the New Alliance and Food Security and Nutrition Initiative and then later, the Country Agribusiness Partnership Frameworks. Africa Lead responded to these developments by supporting NSAs to launch and strengthen the capacity of the CNC, a platform for NSAs to engage in policy advocacy, and assisted with the New Alliance. During FY19, the project provided cross-cutting communications and advocacy support to expand stakeholder participation in CAADP processes more broadly through facilitation of a continental communication and advocacy working group.

To strengthen the CNC, Africa Lead supported the body's secretariat through a grant to the Agency for Cooperation and Research in Development (ACORD). With Africa Lead's assistance, the CNC Secretariat deepened its engagement of country-level NSAs in CAADP and Malabo processes. For example, the CNC and Africa Lead organized NSA sensitization workshops on CAADP, the Malabo Declaration, and NAIPs in Kenya, Tanzania, and Uganda. The workshops raised awareness of CAADP and strengthened ties among NSAs such that they can better engage in policy-making processes. Today, the CNC represents 250 NSAs serving as a collective voice on CAADP with the African Union (AU), regional bodies,

and national leaders.

Africa Lead also supported the New Alliance by seconding three professional staff to ramp up the initiative. These staff conducted outreach and coordination missions with the New Alliance countries and participated in meetings with international bodies, including convening a Leadership Council of G7 donors on the sidelines of the United Nations General Assembly. In addition, the team coordinated regular meetings of the New Alliance Working Group and the development of the New Alliance/ Grow Africa Joint Progress report with the Regional Strategic Analysis and Knowledge Support System (ReSAKSS).

Through these activities, Africa Lead has helped broaden and deepen the participation of NSAs and the private sector in CAADP processes, ensuring diverse voices and experiences inform agriculture policy making across the continent.

CAADP Backbone Support: Support for CAADP Country Milestones

CAADP calls on countries to engage in evidence-based planning and regular assessment processes. At the foundation of the evidence-based planning process is the NAIP, which sets out a country's agriculture sector objectives, as well as the policies and strategies stakeholders agree to put in place to achieve those objectives. To assess how NAIP and other commitments are being met, countries convene Joint Sector Reviews (JSRs), a national level mutual accountability process. At the continental level, the Biennial Review (BR), which is coordinated by the AU, is a continental assessment of country progress designed to trigger policy change and inform adjustments in NAIPs. Africa Lead supported country and continental leaders in meeting these CAADP milestones, including by providing country facilitators adept at guiding participatory, inclusive, and evidence-based planning and assessment processes.

To assist countries in developing their NAIPs, Africa Lead collaborated with the International Food Policy Research Institute (IFPRI) and ReSAKSS to develop the AU NAIP Toolkit for Malabo Domestication. As a member of

an IFPRI-led task force, Africa Lead helped develop tools and approaches to strengthen the local systems to update NAIPs, make them central to the budgeting process, and implement, monitor, and review the plans. The project subsequently worked with the AUC to create a plan for the "Domestication of Malabo" that could guide and support countries as they crafted roadmaps for updating and rolling out their NAIPs. As part of this effort, the project facilitated NAIP Malabo Domestication Workshops in Ethiopia, Ghana, Kenya, Nigeria, Tanzania, and Uganda. At the country level, Africa Lead reviewed the first generation of NAIPs and assisted in developing second-generation NAIPs (NAIP 2.0s). In Senegal, for example, Africa Lead co-organized a three-day NAIP 2.0 Institutional Architecture Assessment (IAA) workshop at which 46 representatives took stock of the country's capacity to undertake food security policy change as a first step in developing a responsive, realistic NAIP 2.0.

Africa Lead also assisted nine countries in conducting a total of 14 JSRs between 2015 and 2018. Support included advising leaders on making the review process more inclusive, facilitating JSR meetings, and analyzing and disseminating JSR recommendations.

To support countries in meeting CAADP milestones, Africa Lead hired country-based facilitators to provide technical assistance and facilitation support to the CAADP focal point and country teams in Ghana, Guinea, Kenya, Malawi, Nigeria, and Senegal in 2017. These facilitators assisted with the BR process, JSRs, and the development of NAIP 2.0s. In Ghana, for example, Africa Lead's country facilitator supported the development of country-specific improvement recommendations for the BR report and subsequent validation process, in addition to assisting the CAADP focal point to convene periodic progress check-in meetings with CAADP team members and stakeholders on NAIP roadmap implementation. This cadre of facilitators can continue to support policymakers in meeting CAADP milestones in the future.

At a continental level, the BR brings together countries to assess their progress toward CAADP and Malabo commitments. The AU held the first such review in January 2018, with Africa Lead providing significant planning, capacity building, communication, and logistical support to ensure the inaugural BR was effective. The project was instrumental in building the capacity of stakeholders to execute the review, training both BR trainers and technical staff, including 156 data experts from 51 AU countries. Africa Lead was also involved in continental and country-based post-review dissemination and learning events. Building on its experience supporting the inaugural review, Africa Lead supported two major continental training events in the runup to the 2019/2020 BR: a Training of Trainers (TOT) on BR Technical Guidelines and Process in Kigali, Rwanda, and the training of 200 individuals who will implement the BR in their respective countries.

CAADP Backbone Support: Knowledge Management, Learning, and Strategic Communications

The success of CAADP depends on a range of stakeholders working together, both vertically and horizontally, at the sub-national, national, regional, and continental levels, to formulate and implement improved policies. To facilitate multi-stakeholder collaboration at this scale, Africa Lead emphasized knowledge management, learning, and strategic communications. The project's support in this area included facilitating the CAADP Development Partners Coordination Group (DPCG), a forum of 20-plus international agencies coordinating and aligning their support to the CAADP agenda; supporting the Partnership Platform, which brings together all CAADP stakeholders to coordinate the complex, multi-stakeholder platform that is CAADP; and launching the Peer-to-Peer (P2P) Network to enhance learning and sharing among practitioners working on CAADP at a country level. In addition, Africa Lead leveraged the opportunity afforded by the continental BR process to develop advocacy and communication tools to raise awareness of the review and the overall CAADP framework.

Africa Lead supported the DPCG in serving as an effective coordination platform for development partners, international financial institutions, UN agencies, and research partners. Through a contract with Wasafiri Consulting, Africa Lead enhanced the capacity of the DPCG secretariat, assisting it in developing the DPCG Action Plan, convening monthly coordination meetings, and pushing for closer collaboration between the DPCG and AU. As a result of the project's support, DPCG is elevating a shared vision,

promoting accountability, and facilitating open communication between government and donors to advance the CAADP agenda.

The project also provided wide-ranging support to the CAADP Partnership Platform, the premier event for all CAADP stakeholders to reflect deeply on their work. Africa Lead worked with the AUC to re-design and improve the PP, transforming the event into a working meeting that produced implementable solutions and raising its profile among leaders. The 2019 PP meeting in Nairobi reflected these changes. The meeting began with the Malabo Agriculture Policy Learning Event to promote learning among stakeholders. In addition, Kenya's Deputy Prime Minister kicked off the event, signifying its importance to senior decision makers across the continent.

In addition, the AU and Africa Lead launched the CAADP P2P Network to facilitate knowledge sharing among CAADP practitioners. Central to the

network is an online platform featuring discussion forums, newsfeeds, videos, a library, and webinars. In FY19, Africa Lead designed and produced two P2P webinars—one on the Africa Food Safety Index, the other on resilience in the Malabo Declaration—for the network's 100-plus members. The P2P Network builds on Africa Lead's work to develop the CAADP Technical Networks, which were tested as communities of practice to help provide training, technical advice, and other support for the development, alignment, implementation, and reviewing of the impact of countries' NAIPs.

Finally, Africa Lead leveraged the BR process to raise awareness not only of the review but of the importance of CAADP more broadly. Using a deeply consultative approach that included discussions with donors, NGOs, and CAADP country focal points, the project developed "Catalyzing Action and Agricultural Transformation in Africa: Understanding CAADP and the

Biennial Review," a toolkit with useful advocacy tools and guidance as well as an online interactive application to navigate the results of the 2018 BR.

As a result of Africa Lead's support, stakeholders are investing in knowledge management, communications, and learnings activities that aid in coalescing stakeholders around common policy interests and goals.

Institutional Architecture (IA): Evolution and Development of the IA-APP Toolkit

In collaboration with USAID and other technical partners, Africa Lead helped to develop a methodology for analyzing a country's institutional architecture (IA)—the institutions, systems, and processes to undertake transparent, inclusive, predictable, and evidence-based policymaking to enhance food security in line with CAADP. The methodology—the Institutional Architecture Assessment (IAA) for Food Security Policy Change—provides USAID BFS, USAID Missions, and policymakers with an understanding of the constraints to policy change. Donors and decision-makers can use the assessment results to identify opportunities to strengthen a country's capacity to manage the entire policy change process.

Africa Lead supported numerous countries, including Ethiopia, Kenya, and Malawi, in applying the IAA methodology. Repeat IAAs demonstrated the approach's usefulness as both a tool and a process to cultivate in stakeholders a shared understanding of the strengths and weaknesses of a country's IA as well as the key actions to strengthen its policymaking processes. Using learning from these IAAs, Africa Lead developed the Institutional Architecture Assessment, Prioritization, and Planning (IA-APP) Toolkit. The toolkit promotes a participatory, multi-stakeholder self-assessment approach to understanding capacity gaps, developing corresponding action plans, and monitoring progress toward capacity building objectives. The assessment findings, in turn, inform the country's NAIP.

Africa Lead piloted the IA-APP Toolkit in Kenya, Senegal, Tanzania and Uganda. In Kenya, Africa Lead convened a workshop for 70 stakeholders, the result of which was an action plan and a commitment by the Ministry of Agriculture, Livestock, Fisheries, and Irrigation (MoALFI) to appoint a steering committee to follow up on the action plan. In Senegal, Africa Lead co-organized a workshop at which stakeholders used the IA-APP Toolkit to identify barriers to the effective implementation of the country's NAIP 2.0. In Tanzania, the project facilitated a workshop to understand the country's IA as it related to its Agriculture Sector Development Program (ASDP)-2 and the JSR and BR processes. A key output was an IA Action Plan to strengthen the coordination, implementation, and monitoring of the ASDP-2.

These pilots the led to refinements of the toolkit. Even as the toolkit was being improved, it was clear that it was a powerful tool to facilitate structured, consultative dialogue to identify capacity gaps and manage inclusive, evidence-based reform. As such, Africa Lead advocated the institutionalization of the toolkit in CAADP processes, holding several co-creation discussions with the AUC and the African Union Development Agency's New Partnership for Africa's Development (AUDA-NEPAD) on how the IA methodology could be used as a convening and coordinating framework for CAADP. The AU requested practical demonstrations through two workshops, with Uganda and Ghana suggested as demonstration countries. Africa Lead thoroughly reviewed the IA-APP tools, looking at lessons learned from pilot IA-APP workshops in Kenya, Tanzania, and Senegal. As a result of the review, the toolkit will be targeted toward CAADP country teams, focal points, and/or other members of ministries of agriculture.

Building a Cadre of Local Trainers and Facilitators

Africa Lead recognized that achieving greater agricultural productivity and food security requires stronger, more results-oriented public and private organizations. As such, Africa Lead prioritized identifying champions—motivated, skilled, and visionary leaders—and cultivating in them the skills to be effective leaders in the sector.

To ensure the sustainability of this extensive capacity-building effort, Africa Lead nurtured a cadre of local trainers and facilitators who can continue to strengthen individual and institutional capacity after the project ends. Five countries—Ghana, Kenya, Malawi, Nigeria, and Senegal—had dedicated

CAADP Country Team Facilitators in 2017 and 2018 who helped them meet CAADP milestones, such as preparing NAIPs and conducting JSRs. These facilitators are a valuable resource as countries continue to transform their agricultural sectors.

The project also developed the Africa Lead Trainer Network, a pool 80 professional trainers and facilitators that have received extensive capacity building through Africa Lead, including through the Advanced TOT program and two Coaching Clinics. These skilled trainers and facilitators are a resource for both USAID Missions and country stakeholders.

Issue-based Policy Support at the Continental Level

Many issues related to agricultural productivity and food security transcend borders, requiring a regional or even continental response. Two such issues are the Fall Armyworm (FAW), a destructive pest present in 44 countries in sub-Saharan Africa, and early generation seeds (EGS), which face value chain bottlenecks that spill across country borders. Africa Lead supported multi-stakeholder efforts to tackle both challenges.

To address FAW, Africa Lead connected stakeholders with experts in integrated pest management. The project organized a study tour to Brazil for more than 20 participants from ministries in 10 countries, as well as representatives from AUC DREA and the regional economic communities in East, Southern, and West Africa. The tour exposed decision makers to proven approaches to combat the FAW and helped them weigh the pros and cons of different technologies. Africa Lead also contributed to the development of stronger regional approaches to addressing FAW. In East Africa, Africa Lead assisted the EAC Secretariat in organizing a regional workshop to establish country-driven action plans with harmonized protocols, methodologies, and policies. The project supported a similar workshop in West Africa, where stakeholders validated a regional prevention framework and action plan to reduce the impact of FAW and other crop threats.

Africa Lead also supported a significant component of the Early Generation Seeds System Program, which aims to remove bottlenecks for breeder and foundation seeds in sub-Saharan Africa. The project led studies in Kenya,

Nigeria, Rwanda, and Zambia, and leveraged funding from other donors to conduct studies in Burkina Faso, Côte d'Ivoire, Ethiopia, Ghana, Malawi, Mozambique, Tanzania, and Uganda. Using the study findings as a starting point, the project developed "Seed Platforms," an investment guide on how countries could transform EGS study findings into investment plans as part of their CAADP country goals. Africa Lead also supported Kenya, Rwanda, Zambia, and others in holding stakeholder workshops to translate study results into effective and responsive seed policy.

These activities demonstrate that, while CAADP aims to spark country-level change, it is important to also unite stakeholders around issues that impact the continent as a whole.

Design and Delivery of Leadership Training and Curriculum

The first iteration of Africa Lead saw the development of a capacity-building curriculum to increase knowledge of the principles, approaches, and goals of CAADP, as well as the importance of change management. The curriculum included "Champions for Change" (C4C), a module on leadership skills, and a second module on project and program design. Africa Lead built on this success, refining and expanding its C4C training modules to target women and youth as well as executives.

In addition, Africa Lead worked to make C4C Leadership training sustainable by institutionalizing the C4C modules into university curriculum in Ghana, Nigeria, and Senegal. Six universities adopted the C4C modules into their core agricultural curricula, and more than 600 students have completed the courses. In Ghana, Africa Lead worked with the University of Development Studies in Tamale and Kwame Nkrumah University in Kumasi to incorporate the C4C training modules into their curricula. To further support sustainability, a C4C TOT workshop was held for lecturers from both institutions. Africa Lead also worked with the University Cheikh Anta Diop's Higher Institute for Agriculture and Entrepreneurship in Senegal and three universities in Nigeria--Obafemi Alowolo University, the University of Benin, and the University of Nigeria in Nsukka--to integrate C4C modules into core curricula. The institutionalization of the C4C modules establishes a sustainable mechanism to direct human resources into the agricultural sector

by building the next generation of agricultural leaders.

The leadership training offered by Africa Lead has cultivated in participants new leadership skills and changed mindsets. Trainees reported that when they had both a change in mindset as well as the skills, organizational latitude, and framework to act, they achieved meaningful results.

Africa Lead adapted its successful C4C training materials to meet the needs of two new audiences, women and youth. This adaptation was in response to demand and to support the implementation of the 2014 Malabo Declaration, which commits to supporting women and youth to enter the sector. In the DRC, for example, Africa Lead customized and delivered the Youth and Women C4C training module to 29 youth and women engaged in agribusiness and entrepreneurship. Africa Lead offered similar training in Kenya and Nigeria.

Africa Lead also developed a new course to equip senior leaders with the skills to lead the multi-sectoral processes required by CAADP. After designing the curriculum with the African Management Institute, Africa Lead selected a final cohort of 20 trainees out of 140 applicants using a rigorous process of written exams and oral interviews. Trainees in the Executive Leadership in African Food Security course benefit from virtual and in-person learning, including online "masterclasses" and facilitated meetings that support the development and implementation of Action Learning Projects (ALPs). Designed by trainees, ALPs guide participants in addressing major, practical leadership challenges over the six-month course period. After the close of the program, Africa Lead conducted an intensive 360-degree feedback exercise to capture the impact of the course. Forty-three colleagues provided 360-degree feedback on 17 (out of 20) participants. The feedback points to high rates of solid, tangible improvements in the great majority of training participants' day-to-day work and professional interactions. Some key results include:

- 86 - 88% of feedback providers felt that the reviewed participant has applied learning from the training in their work. (The range is because one respondent skipped this question.)

- 88% of respondents have seen tangible performance improvements

from the reviewed participant.

- 95% or respondents have noticed improvement in some combination of: 1) leadership ability; 2) effectiveness; 3) and motivation.

- 77% of respondents have noticed improvement in leadership ability since the training.

- 63% of respondents have noticed improvement in effectiveness since the training.

- 49% of respondents have noticed improvement in motivation since the training.

- 5% of respondents have not noticed improvements in these areas (leadership ability, effectiveness, motivation)

- 91% of respondents have (58% definitely, 19% somewhat, 14% a little bit) observed changes in their interactions with the participant since the training began.

Participants listen to field presentations during the East Africa Seed Trade Policy Learning Exchanges.

287 individuals from 15 countries and 139 organizations engaged in regional seed trade dialgoue

100 individuals from USAID Missions and implementing partners engaged in the Horn of Africa Resilience Network (HoRN)

4.1M youth in Kenya and Tanzania viewed "Don't Lose the Plot," an edutainment TV series

Africa Lead supported the USAID/Kenya and East Africa Mission to strengthen the institutional and organizational capacity of regional institutions such as the Alliance for Commodity Trade in Eastern and Southern Africa (ACTESA), the East African Community (EAC), and the African Seed Trade Association (AFSTA) to facilitate regional policy harmonization and trade. Africa Lead also collaborated with the Common Market for Eastern and Southern Africa (COMESA) and ACTESA to improve regional seed policy harmonization and seed movement between member countries. Africa Lead

also launched two major media activities targeting audiences in Tanzania and Kenya. The media programs were developed with the aim of changing attitudes about the inclusion of women and youth in decision making in the agriculture sector.

Select accomplishments are described in more detail in the Activity Overview section.

Key Results

610 organizations supported

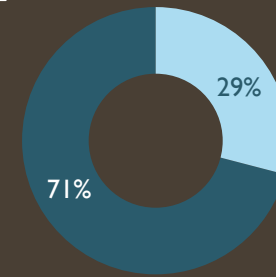- 75 Research/university/school
- 187 Public sector/government
- 139 Non-state actors
- 208 Private sector, community, & farmer organizations supported

61 food security events held

1,727 individuals engaged in food security policies or programs

- 29% Female
- 71% Male

Key Partners

NGO
- The African Seed Access Index (TASAI)

RIGO
- Alliance for Commodity Trade in Eastern and Southern (ACTESA)
- Common Market for Eastern and Southern Africa (COMESA)
- East African Community (EAC)
- IGAD Drought Disaster Resilience Sustainability Initiative (IDDRSI)
- Intergovernmental Authority on Development (IGAD)

Trade and Business Association
- Seed Traders Association of Kenya (STAK)

Working Group
- USAID's Fall Army Worm (FAW) Task Force

Africa Lead Support

- Capacity Building
- Capacity Building (facilitation)
- Facilitation
- Inclusive Policy Dialogue
- Institutional Architecture Improvement Planning
- Technical Assistance

Activity Overview

Regional Seed Trade Facilitation

Africa Lead collaborated with COMESA/ACTESA to improve regional seed policy harmonization and seed movement between member countries. As part of this support, Africa Lead provided technical assistance to COMESA/ACTESA to draft and finalize the Seed Harmonization Implementation Plan for the COMESA region (COMSHIP) and supported a technical convening meeting of international seed experts on agriculture inputs policy, focusing on seeds. The outcome of both interventions included a greater understanding of roles and responsibilities and a shared plan for achieving a regionally harmonized seed policy and regulatory system that will facilitate private sector investments in the seed sector. Africa Lead also supported ACTESA to convene two COMSHIP Annual Review Meetings that brought together key actors in the seed sector for cross-sectoral reviews of implementation, to share lessons, and to ensure that partners hold each other accountable as part of the COMSHIP mutual accountability.

In 2017, Africa Lead supported ACTESA to develop a COMSHIP Mutual Accountability Framework (COMMAF). Working with ACTESA, Africa Lead facilitated a sensitization workshop, gathered initial input, and agreed on a roadmap for COMMAF development with the Seed Technical Committee, which coordinates and spearheads COMSHIP implementation. Africa Lead then organized a two-day workshop to finalize the framework, leading to the delivery of a process report and draft framework that were later validated at a core COMESA team meeting. The discussions in the meetings facilitated by Africa Lead helped participants reflect on results, harmonize ongoing activities, and generate immediate actions to establish processes, structures, and relationships that support COMSHIP implementation.

Africa Lead's work with COMESA/ACTESA led to the development of a harmonized regional seed policy framework, enhanced trade, reduced cross border trade restrictions, harmonized customs and taxation regimes, and shared learning on best practices for all member countries.

In 2018, Africa Lead contracted Agri Experience to conduct a rapid assessment of the regional seed sector to identify barriers to cross-border trade and determine how best to promote regional seed trade. The assessment included a desk review and field data collection in five countries and across 10 border points. Africa Lead then facilitated a validation workshop attended by 46 participants who identified specific barriers and recommendations to enhance cross-border seed trade. As a follow-up to the assessment, Africa Lead organized a brainstorming session for seed sector experts to identify specific interventions for a pilot seed activity. During the meeting, experts highlighted the need for seed-certification systems, strengthened border operations, and targeted business development services (BDS) support to local seed companies as key areas of interventions.

As a result, Africa Lead designed the pilot seed sector strengthening activity, a nine-month activity to enhance learning, coordination, and the operationalization of regional policies, and to unlock specific barriers to regional seed trade. The pilot activity focused on strengthening national seed certification systems, improving the efficiency of border operations, and strengthening the capacity of local seed companies to respond to issues that are major impediments to cross-border seed trade.

Africa Lead also conducted a review to identify key issues and opportunities for national stakeholder dialogue, developed a roadmap, and identified participants for the national dialogue. Africa Lead facilitated national leadership dialogues in Ethiopia, Kenya, Tanzania, and Uganda with 49 national leaders participating, as well as follow-up meetings to support the implementation of national action plans.

Africa Lead organized and facilitated two week-long, joint-learning visits in Uganda and Kenya for more than 50 participants from six countries. This cross-country engagement process exposed leaders to different seed-certification processes and border operations to enable them to learn, identify, and commit to specific actions to improve seed quality and efficiency in their respective countries.

Africa Lead facilitated networking activities in the seed sector that led to improved platforms for dialogue and consultation between government, private sector, and trade associations related to the seed sector in East

Hosts discuss farming approaches with contestants on the set of the reality television show, "Don't Lose the Plot".

Africa. Africa Lead expanded the online East Africa Seed Network to 127 registered members to enhance collaboration, communication, and learning between seed sector actors in the COMESA region. Africa Lead facilitated two learning webinars for more than 50 participants on access to finance and a regional seed sector study by The African Seed Access Index (TASAI). In February 2019, Africa Lead facilitated a webinar for 17 seed-sector stakeholders that provided opportunities for implementing programs to update each other on upcoming activities in 2019. Later in 2019, Africa Lead worked with partners to conduct three webinars on the following topics: Digitization of Seed Certification Systems; Review and Status Updates

on Regional Seed Policy Harmonization; and Status Updates and Lessons Learned from National Leadership Dialogue.

Africa Lead's support and facilitation enabled the establishment of an effective platform at the regional level in the COMESA region for seed sector actors to dialogue, coordinate, and harmonize policy through evidence-based recommendations and learning. The platform will improve the capacity of the participating stakeholders to analyze and utilize existing research and data for policy design/formulation and program recommendations; it will also enable stakeholders to share research and studies that are relevant to agriculture and food security policy making.

Institutional Strengthening for Key Regional Institutions

Africa Lead conducted organizational assessments and provided capacity building recommendations for key regional institutions in East Africa, including:

- Alliance for Commodity Trade in East and Southern Africa (ACTESA)

- African Fertilizer and Agribusiness Partnership (AFAP)

- African Seed Trade Association (AFSTA)

- East African Community (EAC)

The institutional capacity development work for ACTESA, AFAP, and AFSTA was intended to improve the capacity of these institutions to facilitate policy harmonization and trade on seeds, fertilizer, and biotechnology, in order to improve service provision and access to farmers. ACTESA is a semi-autonomous agency within the COMESA. COMESA is the largest regional economic organization in Africa. To help ACTESA identify capacity gaps, improve organizational systems and operations, and inform strategic planning, Africa Lead designed and facilitated an Organization Capacity Assessment (OCA). Africa Lead developed the methodology, organized and facilitated the inception workshop, carried out data collection, and analyzed input from staff and other key stakeholders to generate findings and recommendations. Additionally, Africa Lead held feedback meetings with COMESA and ACTESA staff, the advisory committee, and the board to discuss and finalize the report. The OCA advised a review of ACTESA governance systems as well as strengthening its operational, program, and M&E capacity to align these efforts with its original conceptual framework. ACTESA implemented several changes that resulted in improvements to M&E, staffing, management, and coordination with stakeholders.

Africa Lead conducted an OCA with AFAP and provided key recommendations to help develop the organization. The process identified the need for better articulated governance structures and suggested that AFAP develop a clear business model with an appropriate and sustainable funding structure. In response to the OCA findings and recommendations, AFAP engaged KPMG to review its books and new systems for the AFAP

2.0 model, and addressed the issues of sustainability of its core functions and convening on commercial market development work to identify ways this work can be funded mainly by the private sector.

AFSTA is a membership association working to champion the interests of private seed companies throughout Africa. Africa Lead collaborated with AFSTA to implement a customized approach to institutional strengthening and learning to help the association define its strategic priorities and shore up management capacity. Geared toward strengthening leadership and management capacity and defining its strategic priorities, the process included two rapid OCAs to identify AFSTA capacity gaps and members' needs, as well as a workshop for AFSTA to reflect on its mission and vision and define its strategic priorities and development of a three-year strategic plan. Based on the outcome of this process, Africa Lead facilitated a learning visit for AFSTA to the ASTA to expose AFSTA to best practices in the management of a trade association, equip them with knowledge for strategic plan implementation, and build their capacity in operations and structural systems, leadership, membership services, and programming.

In addition, Africa Lead provided organizational development support to the EAC, which is a regional intergovernmental organization of six member states, including Burundi, Kenya, Rwanda, South Sudan, Tanzania, and Uganda. Starting in 2013, Africa Lead conducted an IAA focused on the Department of EAC Secretariat to identify critical changes needed to improve the regional policy-making process for food security. After the validation meeting of the draft report, the EAC participants developed an action plan to focus follow-up actions to help promote and operationalize the types of transformative changes called for by CAADP.

"Don't Lose the Plot" TV Program

Africa Lead and its subcontractor Mediae developed and supported the broadcast of an edutainment program entitled "Don't Lose the Plot" (DLTP) to influence youth perceptions on farming and agribusiness and encourage thousands of youth to take the critical first step toward owning and running farms and agribusinesses. The reality TV series, which aired in Kenya and Tanzania, focused on four young farmers from Kenya and Tanzania farming

and living side-by-side throughout the growing season. Each farmer was given one acre of land and had nine months to turn their acre into a successful farm. At the end of the program the farmer with the most profitable and sustainable farm won a prize. An estimated 1.7 and 2.4 million youth in Kenya and Tanzania respectively watched DLTP.

To evaluate the impact of the reality TV program on the knowledge, attitudes, and behaviors of youths aged 18-35 years related to farming and agribusiness as a livelihood activity Africa Lead, in partnership with TNS RMS East Africa, conducted an impact evaluation involving a sample size of 1,374 DTLP viewers. Results of the evaluation in Kenya indicated that viewers of the TV show had a positive attitude toward farming as a profitable venture, while in Tanzania viewers had a positive attitude toward farming as a viable employment alternative. In both countries, the TV show increased agricultural knowledge among viewers.

East Africa Resilience

In 2019, Africa Lead facilitated the revision of the USAID-developed Horn of Africa Resilience Network (HoRN) Regional Resilience Framework 2.0, which serves as a common reference for resilience programming throughout the region and informs program design to ensure programming is risk informed and shock responsive. The Framework has three objectives: expanded and viable economic opportunities; strengthened institutions, systems, and governance; and improved and sustained human capital. Since the Framework's development in 2012, HoRN has expanded to include fragile states such as South Sudan and Somalia. The revised Framework addresses these more challenging operating contexts. With combined input from USAID Resilience Coordinators, bilateral missions, and USAID/Washington, Africa Lead incorporated revisions into a draft framework that was shared with USAID.

Africa Lead also jointly facilitated a four-day Horn of Africa Resilience Measurement Workshop with USAID/Kenya and East Africa, the Center for Resilience, HoRN, and the Resilience Evaluation, Analysis and Learning (REAL) Associate Award. The workshop's objectives were to help participants understand evidence emerging from resilience research within the Horn of Africa, explore common resilience trends and themes across countries, and translate learning into country-specific action plans. At the end of the workshop, each represented country developed a country-specific action plan as a way of translating lessons learned during the workshop and informing a future learning agenda.

Development of East and Southern Africa Fertilizer (ESAF) Trade Platform

Africa Lead provided grant and technical assistance to AFAP for the creation of the East and Southern Africa Fertilizer (ESAF) Trade Platform. The goal of the Trade Platform is to increase investment in fertilizer markets in East and Southern Africa. The Trade Platform connects industry actors with each other and with government institutions in order to identify and execute policy reforms to develop the fertilizer sub-sector and improve access to quality, affordable fertilizers to farmers. Africa Lead provided logistical support to AFAP by facilitating the Inaugural Consultation Meeting of the ESAF Trade Platform in South Africa, attended by 31 participants. The meeting was focused on recognizing the need to increase private sector investment and engagement in the fertilizer industry.

A participant engages in Kenya's Agriculture Sector Development Strategic Plan Champions for Change Training of Trainers workshop in Naivasha, Kenya in 2017.

33 implementing parnters engaged in the Partnership for Resilience and Economic Growth (PREG)

189 organizations engaged in Kenya's Agriculture Sector Transformation and Growth Strategy (ASTGS)

$2.2 B in investments across 77 projects and 24 donors mapped using collaborative mapping tools

In Kenya, Africa Lead strengthened the capacity of key organizations in transforming the agriculture sector. Support included the development of a platform for intergovernmental policy dialogue for enhanced coordination between national and county government; organizational development assistance for the Agriculture Council of Kenya (AgCK); institutionalization of Africa Lead's flagship C4C training in national and county governments; and support to Kenya's Ministry of Agriculture, Livestock, and Fisheries (MoALF) to develop and roll out the country's Agricultural Sector Transformation and Growth Strategy (ASTGS).

Africa Lead also collaborated with USAID/Kenya's Partnership for Resilience and Economic Growth (PREG) as a facilitative leader and convener to facilitate collaborating, learning, and adapting (CLA) to improve resilience across Kenya's arid and semi-arid counties.

Select accomplishments are described in more detail in the Activity Overview section.

Key Results

850 organizations supported

250 Private sector, community, & farmer organizations supported

- 🟪 Research/university/school
- 🟧 Non-state actors
- 🟩 Public sector/government

Pie chart values: 69, 339, 190

160 food security events held

4,070 individuals engaged in food security policies or programs

- 30% Female / 70% Male
- 25% Female / 75% Male

🔵 Female
🔵 Male

1,110 individuals trained
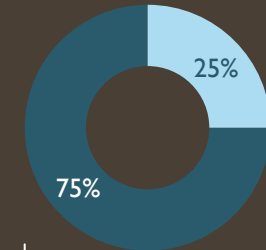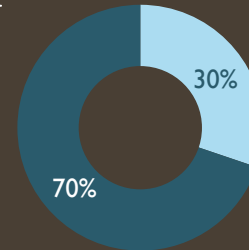
Key Partners

Academic
- Tegemeo Institute

Donor Working Group
- Agriculture Rural Development Donor Group (ARD DG)
- Arid and Semi-Arid Land Donor Group (ASAL DG)
- Bomet County Government

Government
- Ministry of Agriculture and Irrigation (MoAI)
- Ministry of Agriculture Livestock and Fisheries (MoALF)
- National Drought Management Authority (NDMA)
- Taita Taveta County Government

NGO
- African Seed Trade Association (AFSTA)

NSA Network
- Agricultural Council of Kenya (AgCK)

Working Group
- Joint Agriculture Sector Consultation and Cooperation Mechanism (JASCCM)
- PREG Partners

Africa Lead Support

- Advisory Support
- Capacity Building
- Capacity Building (via OCA)
- Coordination
- Coordination for National Agriculture Investment Plan
- Facilitation
- Inclusive Policy Dialogue
- Leadership and Management Training
- National Agriculture Investment Plan
- Organizational Development
- Policy Coordination
- Strategic Development
- Team Building
- Technical Assistance

Activity Overview

Partnership for Resilience and Economic Growth (PREG)/ National Drought Management Authority (NDMA) Organizational Capacity Assessment (OCA) and Strategic Plan

The Partnership for Resilience and Economic Growth (PREG) brings together USAID programs and partners working with Kenya's National Drought Management Authority (NDMA) and county governments in arid and semi-arid lands (ASAL) to coordinate resilience and economic growth activities. To support PREG, Africa Lead developed and implemented a learning agenda, provided institutional development assistance to NDMA, and facilitated joint work planning among PREG members.

To support PREG's learning agenda, Africa Lead convened regular meetings focused on translating lessons learned into lessons applied. The project also facilitated PREG Nutrition Technical Working Group meetings, which served as a platform for identifying gaps in programming and developing interventions to improve nutrition outcomes. In addition, Africa Lead developed knowledge products for the broader development community, including a case study on the PREG collaboration model.

As part of its capacity-building assistance for NDMA, Africa Lead helped NDMA conduct an OCA. The project assisted NDMA in using the OCA findings to develop a strategic plan, which now guides NDMA's capacity-building efforts and informs the interventions of PREG members.

Africa Lead was also instrumental in improving the collaboration, communication, and mutual accountability among 26 USAID implementing partners. It did so by facilitating joint planning and team building workshops. A key outcome of these meetings was the identification of 49 sites to layer activities, increasing their effectiveness and efficiency.

Together, these interventions have improved Kenya's platforms for joint planning and coordination for resilience priorities at the national and county levels. This improved coordination has led to greater efficiency, as well as better alignment and trust between government and donors to implement resilience priorities.

PREG Joint Work Planning

To strengthen and improve PREG's collaboration and learning efforts, Africa Lead facilitated annual joint work planning sessions for USAID implementing partners in Samburu, Turkana, Marsabit, Garissa, Wajir, and Isiolo Counties from 2017 to 2019.

The annual joint work planning workshops balanced core knowledge with interactive, experiential learning through team-building activities and resulted in the development of refined work plans for each county. Participants in the workshops included USAID implementing partners, county government officials, NDMA officials, and USAID officials.

Africa Lead also facilitated national-level joint work planning workshops to build on the work plans developed in the respective counties for a larger audience of USAID Program Managers, Chiefs of Party, and Deputy Chiefs of Party of PREG programs, as well as county representatives.

Joint Agriculture Sector Consultation and Cooperation Mechanism (JASCCM)

Kenya's decentralized government structure makes coordination on agricultural policy between county and national government officials particularly important. In response, Africa Lead helped develop a platform for intergovernmental policy dialogue, the Joint Agriculture Sector Consultation and Cooperation Mechanism (JASCCM) that has played an important role in formulating key agriculture sector plans.

Emerging out of Kenya's 2016 Agriculture Intergovernmental Forum, JASCCM is responsible for facilitating intergovernmental dialogue on key policy issues and improving coordination. Africa Lead assisted JASCCM in developing guidelines on its structure, roles, and responsibilities as well as its Sector Strategy and Investment Plan. Africa Lead also helped JASCCM establish a secretariat, the Joint Agricultural Secretariat (JAS), which was an invaluable partner in developing Kenya's 10-year Agriculture Sector Transformation and Growth Strategy (ASTGS) and its NAIP 2019-2024.

As a result of Africa Lead's support, JASCCM is serving as an effective platform for coordination between national and sub-national decision-

makers. This coordination has helped harmonize agricultural programs, projects, and policies, and was instrumental in ensuring the ASTGS and NAIP had broad stakeholder support at all levels of government.

Agriculture Council of Kenya (AgCK)

The Agriculture Council of Kenya (AgCK) was founded in response to the need for national-level representation of stakeholders throughout the entire agriculture sector. Africa Lead provided extensive support to help AgCK fulfill its ambitious mandate of becoming the country's primary network for deliberating, discussing, and coordinating agricultural issues among NSAs).

Because AgCK is relatively new, Africa Lead provided significant organizational development assistance. Africa Lead advised AgCK on developing a governance structure, annual work plans, a business plan, and resource mobilization and institutional sustainability strategies. The project also supported AgCK in establishing a secretariat to guide the organization in implementing its various plans. As AgCK's organizational capacity increased, it began to enhance the capacity of its own members to engage in policy dialogue on budgetary allocations and expenditures in the sector.

With Africa Lead's support, AgCK now serves as an apex body to facilitate private sector and youth and farmer group participation in the country's ASTGS and NAIP development processes. They are now also partnering with other USAID-funded projects, the Alliance for a Green Revolution in Africa (AGRA) and the Kenya Crops and Dairy Market Systems Project (KCDMS) to work at the county-level to strengthen the enabling environment for farmers. AgCK can fulfill this role because of its ability to coordinate NSAs at various levels, organizing them by specific value chain segments, gathering feedback on relevant issues, and representing their needs at the national level and as a member of the CNC.

Institutionalization of the Champions for Change (C4C) Leadership Training

Africa Lead helped equip Kenya's agriculture sector change agents with the skills, breadth of view, and motivation to transform the sector. Through the

project's C4C training, participants explored challenges to implementing major agricultural initiatives; developed skills in planning, advocacy, and transformative leadership; and devised individual action plans for becoming active and creative participants in food security initiatives.

To develop leaders in Kenya's agriculture sector, Africa Lead provided C4C training throughout the country, including to mid-level staff at the Council of Governors Secretariat, County Executive Committee Members, and NSAs, among others. The initial rounds of training were so impactful that stakeholders expressed interest in replicating and expanding the leadership training to county executives, officers, and other officials in all 47 counties. Africa Lead worked with the Ministry of Agriculture, Livestock, and Fisheries (MoALF) as well as FAO, GIZ, and SIDA to roll out a national training program. To support this effort, the project trained 60 C4C trainers who trained officials across the country. Africa Lead continued to receive requests for additional training in Kenya, most recently from the new Agriculture Secretary at the MoALF for a Super C4C training for 30 high-level MoALF officials, with a focus on sensitizing them to the key elements of the ASTGS.

Thanks to Africa Lead's support, Kenya is home to a growing cadre of county and national leaders with the skills and vision to effect change in the agriculture sector. Moreover, the country's experienced trainers can continue to nurture new leaders in the sector.

Agricultural Sector Transformation and Growth Strategy (ASTGS)

Africa Lead provided wide-ranging support to Kenya's MoALF to develop the country's ASTGS. The ASTGS aims to drive 100% food and nutrition security through work on nine flagship areas, each of which draws on the status of agriculture today, rigorous data analysis, global best practice, and local realities.

To support MoALF in achieving broad stakeholder participation in the ASTGS development process, Africa Lead facilitated Write Shops for 170 representatives from the MoALF, counties, the private sector, universities, AgCK, and development partners. In addition, to ensure private sector

buy-in of the ASTGS/NAIP process, Africa Lead facilitated two workshops convening 189 private sector actors, government officials, and USAID partners from across agricultural value chains. Africa Lead also made sure that NSA perspectives were reflected in the ASTGS. Specifically, the project supported AgCK and Youth Professionals in Agricultural Development, a youth cluster under AgCK, in attending the second Write Shop and contributing to the ASTGS draft.

In addition, Africa Lead built government capacity to successfully implement the ASTGS. The project organized and facilitated a C4C training in April 2019 for 35 participants, including senior MoALF Director and County Executive Committee members. The training sensitized leaders to the ASTGS process and stressed the potential of ASTGS implementation to transform Kenya's agriculture sector. Africa Lead also facilitated a training

in colloboration with KCDMS in October 2019 for 70 youth association leaders from 10 Feed the Future counties that sensitized the youth leaders to the ASTGS and how to engage with policy development at the county-level.

Agriculture and Rural Development Donor Group (ARDDG)

Kenya's Agriculture and Rural Development Donor Group (ARDDG) facilitates coordination on agricultural activities among donors and encourages alignment with Government of Kenya priorities. It also brings together ARDDG members to share programmatic results and best practices, as well as to coordinate and plan joint or complementary activities.

Africa Lead provided technical assistance to the ARDDG to ensure its

Learning field visits were a central part of Kenya's Partnership for Resilience and Economic Growth (PREG), in which Africa Lead served as the facilitative learning partner.

effective participation in several important coordination meetings, including the JASCCM meeting, the Emergency Intergovernmental Food Security Meeting, the Fall Armyworm meeting, and monthly meetings with the Arid and Semi-Arid Lands Donor Group (ASALDG). These meetings provided valuable insights into country priorities that informed donor activities.

Africa Lead also facilitated a donor mapping exercise of all donor investments in the agricultural sector for the ARDDG against the various Government of Kenya agriculture priorities. The project provided regular updates on the mapping exercise through the JAS and through its linkages with the CAADP Regional Donor Coordination Office. As a result of the mapping exercise, the delivery of needs-based assistance and donor alignment to country priorities has improved.

Moreover, the success of the ARD Donor Mapping Tool—which donors lauded as timely and user-friendly—led the ASALDG to develop a similar mapping tool. ASALDG will use the tool and the mapping exercise results to guide donor investments in arid and semi-arid lands so they align with the Kenya's Ending Drought Emergency priorities.

Tanzania

4.6 M Kumekucha multimedia campaign with estimated 4.6 million youth and 686,000 women viewers and listeners in Tanzania

57 organizations engaged in policy dialogue platforms

185 local government authorities engaged in the rollout of Tanzania's Agricultural Sector Development Program 2 (ASDP-2)

Grace Aloyce, a facilitator from Tanzania participates in a group exercise during a Champions for Change training of trainers in Dar es Salaam, Tanzania.

Africa Lead activities in Tanzania focused on improving the food security policy system. The project designed and delivered a targeted C4C leadership training for the Ministry of Agriculture, Livestock, and Fisheries (MoALF), which is responsible for developing and implementing the country's Agricultural Sector Development Program (ASDP-2), and local government authorities in five districts in Tanzania.

Africa Lead supported inclusive policy dialogue in Tanzania through support to the Agricultural Non-State Actors Forum (ANSAF), the umbrella organization for agricultural NSAs; the Platform for Agricultural Policy Analysis and Coordination (PAPAC), which coordinates policy development within the government; and the Policy Analysis Group (PAG), a platform for agricultural policy projects and initiatives, academia, and local policy think tanks.

Select accomplishments are described in more detail in the Activity Overview section.

Key Results
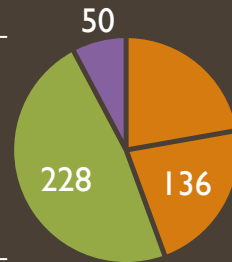
610 organizations supported

42 food security events held

2,402 individuals engaged in food security policies or programs
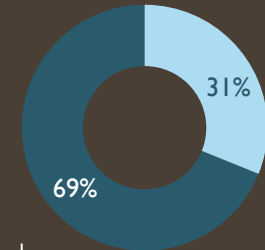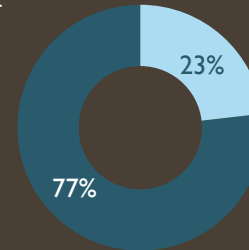
681 individuals trained

136
Private sector, community, & farmer organizations supported

- Research/university/school
- Public sector/government
- Non-state actors

Pie chart values: 50, 136, 228

Donut charts:
- 23% Female / 77% Male
- 31% Female / 69% Male

- Female
- Male

Key Partners

- **Academic**
  - Sokoine Uni. Graduate Entrepreneurs Coop. (SUGECO)
- **Community-based Org.**
  - National Network of Small-Scale Farmers Groups in Tanzania (MVIWATA)
  - Tanzanian Horticultural Association (TAHA)
- **Government**
  - Arusha District Council
  - Iringa Municipal Council
  - Kilosa District Council
  - MALF President's Office Regional Administration and Local Government Authorities (PO-RALG)
  - Ministry of Agriculture Livestock and Fisheries (MoALF)
  - Mvuha District Council
  - Zanzibar District Council
- **NSA Network**
  - Agricultural Council of Tanzania (ACT)
  - Agriculture Non State Actors Forum (ANSAF)
- **Private Sector**
  - Tanzania Private Sector Foundation (TPSF)
- **Working Group**
  - Platform for Agriculture Policy Analysis and Coordination (PAPAC)

Africa Lead Support

- Capacity Building
- Coaching and Mentoring
- Coordination
- Inclusive Policy Dialogue
- Leadership and Management Training
- Policy Coordination
- Policy Facilitation
- Technical Assistance

Activity Overview

C4C/Transformational Leadership Training

Africa Lead equipped participants in Tanzania's agriculture sector with the skills, breadth of view, and motivation to increase agricultural productivity and food security. Using its C4C training program, Africa Lead helped participants explore challenges to implementing major agricultural initiatives; build skills in planning, advocacy, and transformational leadership; and develop individual action plans to become active and creative participants in their country's food security initiatives.

Africa Lead trained a range of stakeholder groups across the country, including Members of Parliament and senior MoALF staff; local government administration (LGA) staff; members of non-state actor groups such as ANSAF and the Agricultural Council of Tanzania (ACT); and community-based organizations such as the National Network of Small-Scale Farmers Groups in Tanzania (MVIWATA) and the Tanzania Horticulture Association.

Groups that received training reported seeing the benefits of applying new practices and skills. MVIWATA, for example, said that the training's emphasis on inclusion led it to design and implement new programs and services to increase the food security of vulnerable rural members. Similarly, PAPAC reported having improved the design of its programming and evidence-based studies to better incorporate inputs from rural areas and farmer groups.

In addition, to meet Tanzania's growing demand for C4C training, Africa Lead facilitated several training of the trainer sessions. The resulting cadre of well-qualified, professional trainers has facilitated customized C4C training for hundreds of policymakers and stakeholders across the sector. With this growing pool of trainers, Tanzania is well placed to continue to cultivate sector leaders with the vision and skills to transform the agriculture sector.

Agricultural Sector Development Program 2 (ASDP-2) Socialization Workshops

Tanzania's ASDP-2 aims to transform the country's agriculture sector by 2025. Achieving the vision laid out in the program requires that multiple government stakeholders understand their roles and responsibilities in implementing the program. LGAs, in particular, must understand the program's principles, components, and implementation timeline.

To facilitate a smooth rollout of ASDP-2, Africa Lead raised awareness of the program through sensitization and capacity building workshops for 185 LGAs across Tanzania. These workshops, which reached more than 1,000 staff, laid the groundwork for ASDP-2's successful implementation by increasing staff understanding of the program and key policy issues and enhancing their leadership capacity. As a result of the workshops, staff reported better understanding their responsibilities under ASDP-2. And, importantly, LGAs now see each other as resources, and many are sharing knowledge and resources to successfully implement the program.

To further strengthen the framework for ASDP-2 implementation, Africa Lead also facilitated an IA-APP workshop. A key outcome of the workshop was the development of an IA Action Plan to strengthen the coordination, implementation, and linkages between the government and development partners in implementing ASDP-2.

Now, stakeholders in Tanzania, from national leaders to local government authority staff and donors, understand their roles in ASDP-2 and are committed to working together to successfully implement this plan to increase agricultural productivity, improve livelihoods, and enhance food security

Inclusive Multi-Sectoral Policy Dialogue

In Tanzania, ANSAF, PAPAC, and PAG have emerged as platforms for inclusive, transparent policy dialogue and analysis. Africa Lead supported these organizations in adopting inclusive and participatory approaches to soliciting member feedback and ideas. Moreover, it built their capacity to convey their members' interests more effectively in policy discussions.

To build PAPAC's capacity, Africa Lead assisted in developing a communication plan and roadmap to improve and expand its outreach to agriculture stakeholders. The project also supported the organization's annual agriculture policy conferences, which brought together officials,

private sector representatives, farmer associations, NGOs, and development partners. Perhaps most importantly, Africa Lead provided a Transformative Leadership for Policy Change Management training to PAPAC's leaders, who subsequently reported having redesigned their programming and evidence-based studies to incorporate input from previously overlooked stakeholders in rural areas, including farmers' groups.

Africa Lead also worked with ANSAF to create the PAG as a platform for agricultural policy projects and initiatives. Later, the project helped the PAG Task Force develop the organization's guidelines, which provide an overview of PAG activities, membership, and objectives. Africa Lead also assisted PAG in developing a work plan for rolling out the guidelines that facilitated partnership engagement and action among its members.

Today, Tanzania has a growing network of government and non-government entities committed to using an inclusive, participatory process to develop evidence-based policies with broad stakeholder buy-in.

Youth Agribusiness and Social Entrepreneurship Activity

As part of its broader efforts to engage women and youth in agriculture as per the 2014 Malabo Declaration, Africa Lead assisted six former Young African Leadership Initiative fellows in Tanzania in developing and growing their agricultural businesses and social entrepreneurship initiatives.

Africa Lead recruited three technical experts to oversee advisory services to the fellows. The experts met with the six fellows to conduct initial needs assessments, then developed individualized action plans outlining technical and mentoring support for the fellows. Africa Lead assisted the technical experts in implementing the plans, which included technical support, mentoring, financial management training, marketing and communication support, and grant writing assistance. The experts also helped the fellows develop five-year sustainability plans.

In addition, Africa Lead supported the fellows' grant activities, which included projects on micro-drip irrigation, pasture establishment, and the creation of partnerships, including with Kimolo Super Rice and Farm Concern Initiative. Africa Lead also connected the former fellows to potential investors including the Tanzania Agriculture Development Bank, commercial banks, and

development partners.

"Kumekucha" Media Campaign

The 2014 Malabo Declaration laid out specific commitments to encourage and support women and youth to participate in the agriculture sector. But Tanzanian youth and women are often unaware of career and entrepreneurship opportunities in agriculture. In response, Africa Lead developed a media campaign to inspire women and youth to enter the sector, working in partnership with Media for Development International (MFDI), a non-profit that promotes socially conscious programming.

The campaign—Kumekucha, or "It's a new dawn" in Kiswahili—included a radio drama and two professionally produced, feature-length films. The Kumekucha radio program was a weekly series that shared accurate and actionable information on the agriculture sector, with a focus on women and youth. The first film, Kumekucha: Tunu, celebrates Tanzania's farmers and the agriculture sector. The film was shown in Morogoro, Mbeya, and Iringa, as well as disseminated by USAID implementing partners, the private sector, and NSAs. It also showed to a sold-out audience at the 32nd Annual Filmfest DC, in the U.S. Following on the success of Kumekucha: Tunu, Africa Lead produced a second film, Kumekucha: Fatuma, which focuses on women's empowerment in agriculture and agribusiness. The film was broadcast on national and regional media channels and disseminated via video libraries.

An impact evaluation of the media campaign, carried out by Africa Lead and Ipsos Tanzania, found the programs increased viewers' understanding of farming technologies and the percentage of participants with favorable attitudes toward modern technologies for farming.

Convening of members of the South Sudan Partnership for Resilience and Recovery (PfRR).

14 Donors

17 UN agencies

98 NGOs

engaged in the Partership for Resilience and Recovery

In South Sudan, Africa Lead drew on its experience facilitating joint planning and implementation for resilience partners through the Partnership for Economic Growth (PREG) in Kenya. Africa Lead's work in South Sudan began in FY18 through a pilot activity with co-funding from USAID/South Sudan and BFS. This work expanded in FY19 with direct funding from USAID/South Sudan to work closely with the Partnership for Resilience and Recovery (PfRR), a coalition of donors, UN entities, and NGOs collaborating to reduce vulnerability and build resilience by working along four pillars:

(1) Re-establish Access to Basic Services, (2) Rebuild Trust in People and Institutions, (3) Restore Productive Capacities, and (4) Nurture Effective Partnerships.

Select accomplishments are described in more detail in the Activity Overview section.
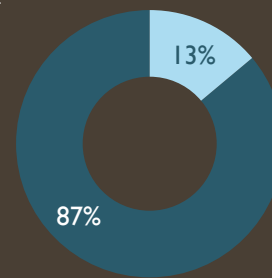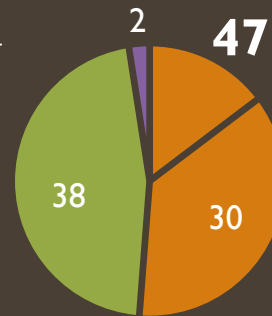
Key Results

82 organizations supported

5 food security events held

162 individuals engaged in food security policies or programs

47 Private sector, community, & farmer organizations supported

- Non-state actors
- Public sector/government
- Research/university/school

2

38

30

13% Female

87% Male

Female · Male

Key Partners

Working Group

Partnership for Recovery and Resilience (PfRR)

Africa Lead Support

Facilitation

Institutional Architecture Improvement Planning

Activity Overview

In FY18, Africa Lead adapted its Institutional Architecture Assessment, Prioritization, and Planning (IA-APP) Toolkit to emphasize resilience at the community level, and has since organized and co-facilitated assessments in Yambio, Aweil and Torit partnership areas. Africa Lead subsequently worked with partners in all three partnership areas to hold Institutional Architecture Assessment for Recovery and Resilience (IA4R) report validation and joint planning workshops informed by IA4R findings. Building from the adaptation of the IA-APP toolkit, Africa Lead worked with these three different partnership areas and developed three area-based coordination plans and program frameworks. The IA4R tool has been received by the PfRR with optimism and been implemented successfully in these three partnership areas identified by the PfRR as key focus areas. The success of this IA4R tool has been recognized by the PfRR partners in South Sudan, the USAID Mission, the Center for Resilience, and by the local communities within partnership areas where Africa Lead has facilitated joint work planning.

Africa Lead developed a joint work planning (JWP) model anchored on the collective impact approach and adapted to the resilience and recovery environment in South Sudan. This joint work planning model has successfully resulted in collective strategies by the PfRR members, and in a deliberate congruence of efforts by the local resilience partners drawn from different Missions, UN agencies, international organizations, donors, local organizations and groups. The Africa Lead JWP approach has been appreciated by stakeholders to the extent that it is now seen as the ultimate building block for the partnership for resilience and recovery in the South Sudan.

Africa Lead, the International Food Policy Research Institute (IFPRI), the UNDP, and MSI's Monitoring and Evaluation Support Project (MESP) co-created resilience profile chapters for the PfRR. These resilience profiles provide a common reference for evidence upon which humanitarian and development partners in South Sudan can plan jointly plan for integrated resilience programming. The resilience profiles cover 13 chapters of information related to community resilience, and serve as the framework that the partnership will use to drive the resilience and recovery agenda in South Sudan. Africa Lead later validated the PfRR resilience profiles through validation workshops in Aweil.

In collaboration with the United Nations Development Programme (UNDP) and the South Sudan NGO Forum, Africa Lead organized the first Accountability and Learning Event for the PfRR in South Sudan. More than 250 stakeholders from donor agencies, UN entities, and NGOs participated in the event. The event's objectives were to reflect on the progress of the PfRR in FY18 and to identify shared commitments for FY19 around which partners and local communities can rally to both stop the growing trend of vulnerability, and to increase the coping capacity of individuals, households, and communities.

In collaboration with USAID/South Sudan, the UNDP, FAO, and World Vision, Africa Lead held technical planning sessions to develop a PfRR Strategy for activation of the partnership and operationalization of the Joint Programme on Recovery and Resilience in the seven partnership areas of the PfRR (including Yambio, Torit, Aweil, Wau, Rumbek, Bor, and Yei). Outcomes of the planning sessions included developing draft implementation frameworks, agendas, a joint work planning framework, and mapping tools to implement joint programming in the partnership areas.

West Africa Regional

Participants from a West Africa Champions for Change Women Leadership Training Program in 2014.

175 individuals from 17 countries and 88 organizations convened to design the Economic Community of West African States (ECOWAS) Regional Agricultural Investment Plans (RAIP)
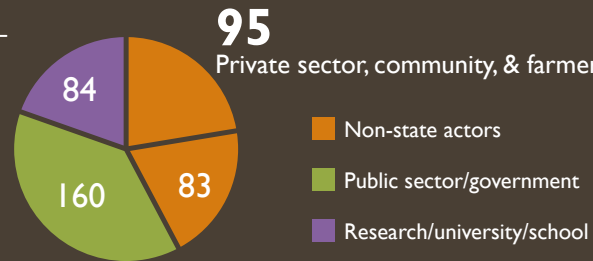
255 individuals from 21 countries and 116 organizations convened for High Level Forum of Climate-Smart Agricultural Stakeholders in West Africa

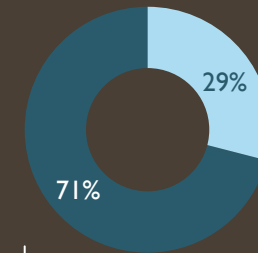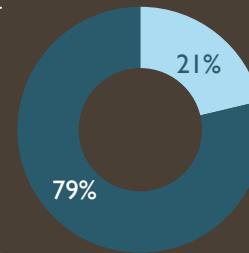**9** interns placed at key regional institutions to enhance institutional capacity

Africa Lead's West Africa Regional program provided technical and other support to key regional organizations in West Africa, including the Economic Community of West African States (ECOWAS), the West and Central African Council for Agricultural Research and Development (CORAF/WECARD), and the Permanent Interstate Committee for Drought Control in the Sahel (CILSS). By providing critical facilitation support and institutional strengthening to ECOWAS, Africa Lead helped to activate, energize, and drive regional leadership for CAADP implementation in West Africa. Africa

Lead also supported CORAF, CILSS, and ECOWAS in making significant strides in improving their M&E capacity and systems.

Select accomplishments are described in more detail in the Activity Overview section.

Key Results

422 organizations supported

95 Private sector, community, & farmer organizations supported

Pie chart values: 84, 83, 160

- Non-state actors
- Public sector/government
- Research/university/school

29 food security events held

1,004 individuals engaged in food security policies or programs

21% / 79%

29% / 71%

- Female
- Male

195 individuals trained

Key Partners

Economic Community of West African States (ECOWAS)

ECOWAS Department of Agriculture and Rural Development (DARD)

Permanent Interstate Committee for Drought Control in the Sahel (CILSS)

Réseau des Organisations Paysannes et de Producteurs de l'Afrique de l'Ouest (ROPPA)

West and Central Africa Council for Agricultural Research and Development (WECARD)

RIGO

Africa Lead Support

Capacity Building

Capacity Building (via OCA)

Coaching and Mentoring

Technical Assistance

Activity Overview

CILSS Organizational Development

Africa Lead provided technical assistance and capacity building support to CILSS. In FY16, CILSS benefited from Africa Lead's technical assistance to operationalize and customize a new monitoring and evaluation system known as the Paradox Box™. As an online tool, Paradox Box links the project offices of CILSS and all activities related to data entry, analysis, and processing are performed across the three sites, i.e., in Ouagadougou, Bamako, and Niamey. The M&E system allows CILSS to better manage, store, and analyze its data, project results, and work plan targets. As a result, the CILSS M&E team has reduced the time it takes to input and analyze data by approximately 50%, and it produces statistically stronger reports for USAID and other financial partners.

Africa Lead also collaborated with CILSS to develop and finalize the 2017 Executive Management Training Series. Africa Lead worked with the CILSS Human Resources team to identify their priority capacity needs. Africa Lead organized an in-person coaching session with the Human Resources team of CILSS to develop a formal training and development plan for staff of their organization. Africa Lead developed a training plan with courses that will impart skills and knowledge that staff can use on a day-to-day basis to improve their work.

Africa Lead identified a bilingual report-writing expert to assist the CILSS M&E, communications, and program staff to improve the quality of their reports. The support lasted more than 10 months and strengthened the staff's capacity to develop quarterly and annual reports, success stories, and other communications products like newsletters and bulletins. Africa Lead's support to CILSS contributed to building staff capacity to produce results-focused reports and success stories that conform to donor requirements.

ECOWAS Organizational Development

Africa Lead has provided logistical and technical support services to the ECOWAS/Directorate of Agriculture and Rural Development (ECOWAS/

DARD). In 2015, Africa Lead co-organized and contributed to the success of the continent's first regional agriculture sector JSR. Africa Lead also provided technical and logistical support to JSR preparation and to workshops with NSAs and donors designed to strengthen NSA involvement and engagement in the JSR mutual accountability process. The regional JSR will continue to serve as a key instrument for supporting mutual accountability and implementing the CAADP Result Framework in West Africa.

Africa Lead also supported ECOWAP+10, the 10-year review of ECOWAS Agricultural Policy (ECOWAP), a regional agricultural policy aligned to CAADP, which coincided with the regional JSR. During ECOWAP+10, a diverse group of stakeholders from the public and private sectors and the international community reviewed and discussed findings and agreed on the need to formulate second-generation NAIPs and a Regional Agriculture Investment Plan (RAIP). Africa Lead's support at the ECOWAP+10 facilitated the process of mutual accountability on a regional level and increased coordination and inclusiveness among conference participants.

To foster the harmonization of regional agricultural policies and programs, Africa Lead supported ECOWAS to organize various additional meetings. In May-June 2016, Africa Lead facilitated the West African RAIP Reformulation Process. In June 2015, Africa Lead supported and facilitated a CLA approach to the issue of climate-smart agriculture for ECOWAS member states. By providing critical facilitation support and institutional strengthening to ECOWAS, Africa Lead helped to activate, energize, and drive regional leadership for CAADP implementation in West Africa.

CORAF Organizational Development

Africa Lead provided a range of targeted technical assistance to CORAF/WECARD, a council with 23 member states in West and Central Africa composed of the National Agricultural Research Systems (NARS) of those countries. Its mission is to promote and enable sustainable improvements in agricultural productivity, competitiveness, and markets in West and Central Africa.

Africa Lead technical assistance to CORAF/WECARD included support

to the board of directors via a Board Governance Capacity Development Workshop in June 2015, an Advanced Leadership and Team Building Training in January 2015, and an M&E/Results-based Management (RBM) training in March 2015. It also entailed a three-month institutional audit in 2015 to identify areas of improvement in CORAF's management structure and practices to reinforce its financial sustainability and mandate as the lead agricultural research institution in West Africa.

Africa Lead delivered a six-day short course on M&E/RBM and report writing to 33 NARS Regional Project Managers. The course increased managers' skills and knowledge in RBM principles and practices, including how to operationalize performance management plans, develop data collection tools, and determine methodologies for collecting data on key performance indicators. The course also covered data analysis techniques and reporting, specifically how to communicate data and results on project performance to stakeholders and donors. Thanks to the M&E/RBM training provided by Africa Lead, CORAF/WECARD has transitioned from reporting on activities to reporting on outcomes and impact. CORAF/WECARD is now better able to draw on its own data to inform evidence-based policy advocacy and carry out evidence-based reporting by highlighting their hypothesis about the impact pathway of their work.

In addition, Africa Lead assisted CORAF/WECARD to manage its organizational change process by facilitating an institutional audit. The audit identified key areas for strengthening CORAF/WECARD's organizational structure, financial health, and functional competencies. A key recommendation of this audit was for CORAF to develop a new 10-year strategic plan as well as to focus on resource mobilization and fundraising. CORAF/WECARD used the findings to make immediate course corrections such as hiring a dedicated Grants and Partnership Officer who was trained with Africa Lead support and is developing a partnership and resource mobilization strategy.

Young Professionals Internship Program

Africa Lead facilitated technical assistance in areas of communications, M&E, and program management for ECOWAS, CILSS, and CORAF through the Young Professionals Internship Program. Through a competitive recruitment process and in consultation with regional organizations, Africa Lead selected nine of the most qualified and skilled university graduates for 12-month internships. Two interns were placed at CORAF, three interns were recruited for CILSS, and ECOWAS/DARD received two interns. The interns filled key technical capacity gaps in the program, communications, and M&E departments of these organizations. These organizations benefited from the interns' skills and technical expertise; meanwhile, the interns were afforded experiential learning opportunities in a professional setting and exposed to different types of careers in agriculture.

At ECOWAS, the communications associate created a dedicated YouTube page, live-tweeted during regional conferences, and kept the department's Facebook page updated, which surpassed its 1,000-follower target.

At CILSS, the M&E Associate helped improve M&E systems by updating the M&E manual to make it a more useful tool, designed a database and captured data from 1,397 households involved in the program, and created a dashboard linked to the database, which can highlight results in real time.

Democratic Republic of Congo (DRC)

IN REVIEW **Fiscal Years 2016 - 2019**

April 2016 DRC Champions for Change Leadership short course participants.

22 organizations engaged in national-level multistakeholder JSR planning and orietation process

14 organizations facilitated to coordiante through the Group for Agriculture and Rural Development (GIBADER)

Provided logistical and facilitation support to the Multi-Donor Group on Agriculture and Rural Development (Groupe Inter Bailleur de l'Agriculture et Développement Rural - GIBADER)
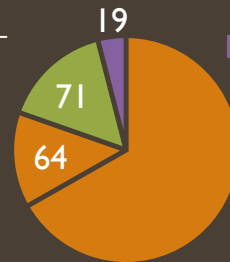
25 organizations engaged in coordination unit (Groupe Thématique 9) between government and non-state actors

Africa Lead's buy-in with USAID/DRC was active from FY16 to early FY18. During this time, the project sought to strengthen national coordination structures and processes, build the capacity of key government and NSAs, and support broad stakeholder involvement in policy reform processes. Africa Lead supported many institutions and organizations in DRC during this time, including the Ministry of Agriculture (MoA), Group Thematique 9 (GT9), the Ministry of Rural Development (MoRD), and the National Coffee Office (ONC), to name a few.

Some significant achievements include:

- Supported inclusive dialogue by providing facilitation support to the GT9, a coordination unit between government and NSA actors in the DRC, to ensure they met regularly, developed actionable agenda items, and shared information.

- Provided technical assistance to the MoA to develop a multi-stakeholder JSR steering committee and secretariat.

- Provided organizational support to the ONC by conducting a Participatory Institutional Capacity Assessment and Learning Index that helped identify capacity-building priorities, then designing a capacity development plan.

- Delivered C4C leadership courses to agricultural stakeholders, youth, women, parliamentarians, ONC staff, and cascade trainers. As a result of parliamentarian participation in the training, parliamentarians committed to creating a CAADP implementation committee within Parliament to increase lobbying efforts for the country to allocate 10 percent of its national budget to agriculture. As part of the effort to increase the reach and ensure the sustainability of capacity development and agricultural transformation, a C4C training of trainers course was delivered to a group of select super champions, which led to the spontaneous creation of a DRC C4C network.
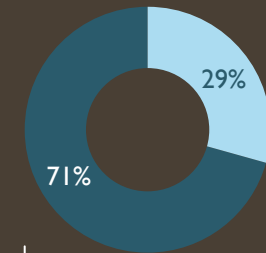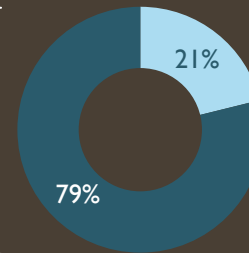
Key Results

132 organizations supported

311 Private sector, community, & farmer organizations supported

- Research/university/school
- Public sector/government
- Non-state actors

19
71
64

21 food security events held

382 individuals engaged in food security policies or programs

79% / 21%

71% / 29%

- Female
- Male

172 individuals trained

Key Partners

Academic
- Collège Agriculture et Developpement Rural

Government
- Commission d'Elaboration des Mesures... (CEMALA)
- Ministry of Agriculture
- Ministry of Agriculture and Rural Development
- Ministry of Rural Development
- Office National du Café (ONC)

NGO
- Confederation Nationale des Producteurs.... (CONAPAC)
- Federation of Congolese Enterprises (FEC)

Working Group
- Groupe Inter Bailleur de l'Agriculture... (GIBADER)

Africa Lead Support

- Capacity Building
- Facilitation
- Leadership and Management Training
- Policy Coordination
- Support for Joint Sector Review

Africa Lead grantee Business and Development Consultancy Center (BADECC) holds meeting with farmers' association in Ghana.

33 organizations participated in Business and Development Consultancy Centre (BADECC) policy learning fair
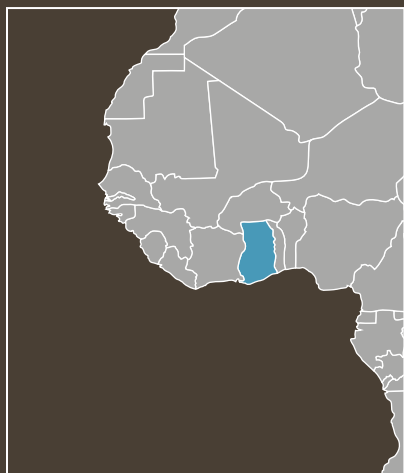
5 NSA networks supported to champion agricultural transformation issues

137 individuals trained in agribusiness and value chain development skills

In Ghana, Africa Lead carried out foundational work improve the inclusivity of the policy system by building the capacity of NSAs and empowering them to contribute to the evidence base for food security. Africa Lead's program in Ghana included significant support to help NSAs provide services for women and youth and help them see agriculture as a viable business. Africa Lead also strengthened the capacity of networks to transfer information to and from the bottom of the agricultural pyramid. Africa Lead delivered extensive training to public and NSA partners in Ghana – including the C4C training, as well as training on CAADP sensitization, M&E, and agribusiness.

Select accomplishments are described in more detail in the Activity Overview section.

Key Results

958 organizations supported

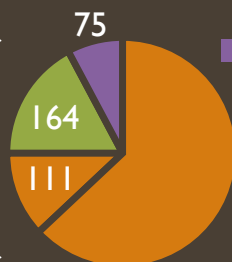**129** food security events held

5,728 individuals engaged in food security policies or programs

2,553 individuals trained

Pie chart:
- 75 — Research/university/school
- 164 — Public sector/government
- 111
- **608** Private sector, community, & farmer organizations supported
- Non-state actors

Donut charts:
- 33% / 67%
- 24% / 76%
- Female
- Male

Key Partners

Academic
- Resilient Africa Network - West Africa Resilience Innovation Lab
- University of Cape Coast (UCC) Department of Fisheries... (DFAS)
- University of Ghana (UofG)
- West Africa Resilience Innovation Lab
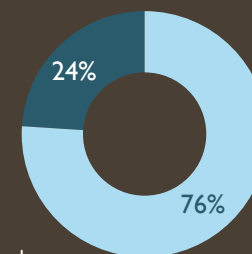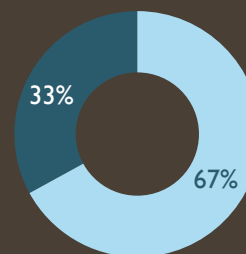
Donor Working Group
Farmer Organization
- The Beige Foundation (TBF)
- Farmers Organization Network in Ghana (FONG)

Government
- Ministry of Food and Agriculture (MoFA)

NGO
- African Youth Network for Agricultural Transformation (AYNAT)
- Agribusiness in Sustainable Natural African Plant Products (ASNAPP)
- Fair River International Association for Development (FARIAD)
- Federation of Associations for Ghanaian Exporters (FAGE)
- IDE Ghana (International Development Enterprises)
- National Farmers and Fishermen Award Winners Association (NFFAWAG)
- Savanna Agricultural Research Institute (SARI)
- Savannah Integrated Rural Development Aid (SIRDA)

NSA Network
- Agricultural Advisory Services Network, Business and... (BADECC)
- Fisheries & Aquaculture Alliance Network, Inland Culture... (ICFAG)
- The Ghana Livestock Development Network (GLIDEN)
- Women in Agribusiness Network Ghana (WIANG)

Private Sector
- Cluster Farming Holding
- Eden Tree Limited (ETL)
- Farmerline
- Finexport
- Growth Mosaic
- Integrated Water & Agricultural Development (IWAD) - Ghana
- Joekopan
- MDF West Africa
- Samba Foods
- World Cocoa Foundation

Trade and Business Association
- National Beekeepers Association

Africa Lead Support

- Agribusiness and Entrepreneurship Development
- Capacity Building
- Capacity Building (via grant)
- Capacity Building (via internship)
- Coaching and Mentoring
- Inclusive Policy Dialogue
- Network Support

Activity Overview

NSA Capacity Support

Africa Lead made great strides in making policy dialogue more inclusive by building NSA capacity to contribute to the evidence base for food security. The project increased the skills, reach, and representation of NSAs through technical assistance, training, and grant support. Some of the NSAs supported included Women in Agribusiness (WIANG), the African Youth Network for Agricultural Transformation (AYNAT), the Agriculture Advisory Services Network (AASN) hosted by the Business and Development Consultancy Centre (BADECC), the Fisheries and Aquaculture Alliance Network (FAANG) hosted by the Inland Cultures Fisheries Association of Ghana (ICFAG), the Ghana Livestock Development Network (GLIDEN), and the Savanna Integrated Rural Development Aid (SIRDA).

Examples of Africa Lead capacity building support to NSAs included:

- Delivered an Agribusiness and Entrepreneurship Training of Trainers workshop to the members of WIANG, creating an opportunity for participants to establish networks for collaboration and partnerships.

- Supported AYNAT to organize its first high-level Youth Policy Dialogue Forum to empower youth to effectively participate in agricultural transformation. As a result of the forum, AYNAT recruited new youth members and formed a Policy Monitoring Committee to lead advocacy campaigns and strengthen the mutual accountability mechanisms around the implementation of Ghana's Youth in Agriculture program.

- Supported GLIDEN to draft a new Ghana Livestock Development Policy and Strategy through facilitated consultations and advocacy work.

Africa Lead also awarded small grants to networks to strengthen their capacity to design, manage, and scale up agribusiness initiatives; lead policy advocacy programs; and reinforce a results-oriented and learning culture within networks, enabling them to expand the scope of their activities beyond Africa Lead strategic objectives.

Through an Africa Lead grant, AYNAT launched the Growing Sustainable Horticulture (GrowS-Hort) Incubator Center, which seeks to nurture agribusiness ideas, startups, and SMEs into sustainable ventures. Also with grant support from Africa Lead, SIRDA successfully implemented a microfinance savings model in four districts in the northern region of Ghana and trained 2,611 women living in these communities on integrated farm management and value chain development. Grant funding to BADECC supported the development of a research paper, "The Impact Assessment of Government Policies on Agricultural Extension Services in Ghana, New Planting for Food and Jobs Program." Africa Lead also provided capacity building support to ICFAG through a grant to build its leadership and institutional capacity to serve as the host of FAANG.

In addition, as part of strengthening NSA engagement in governance in the agriculture sector, Africa Lead supported the establishment of nine C4C Networks in Ghana. In March 2018, Africa Lead organized a workshop for members to share their successes, failures, and lessons learned as well as discuss strategies, approaches, and methodologies to grow and sustain network activities. Champions from six networks participated in the event, where they learned about strategic communication, collaboration, partnerships, and resource management. By the end of the workshop, each network team had developed a five-year sustainability action plan.

Institutionalization of C4C Leadership Training

Africa Lead worked to ensure the sustainability of the C4C leadership training in Ghana by institutionalizing it into university curriculum and training facilitators who could deliver the training without Africa Lead support.

Africa Lead delivered the C4C leadership course to 78 students and lecturers from the University for Development Studies, equipping participants with skills and knowledge in leadership, food security, and CAADP. A similar course was delivered to 93 participants at the University of Ghana. Africa Lead also organized and delivered a five-day C4C leadership short course for selected students and staff of the Kwame Nkrumah University of Science and Technology. At the end of the course, Africa Lead signed an MOU with the university to enhance the collaboration between the two institutions with the goal of integrating the course into

the university's curriculum. In addition, Africa Lead delivered C4C leadership short courses to NSA group leaders, assembly members, district leaders, students and staff of Ashesi University, and high school student leaders interested in agriculture and agribusiness.

Africa Lead also facilitated the C4C Leadership Training of Trainers program to volunteer facilitators from selected NSA organizations. The course strengthened participants' facilitation skills and familiarized them with the course content, preparing them to deliver the course effectively and efficiently to more leaders. In 2016, with support from Africa Lead, four volunteer facilitators cascaded the C4C training curriculum to 164 individuals from various NSAs organizations and district assemblies.

These efforts by Africa Lead helped to build sustainability of the C4C Leadership training and enabled it to reach more beneficiaries in cost effective and efficient way.

Improved M&E, Results-Based Management, and Work Planning Capacity of the Government

Africa Lead provided capacity building support in the areas of work planning and M&E and RBM to four government-to-government grant recipient institutions, including the USAID/University of Ghana Agriculture Support Project, the USAID/University of Cape Coast Fisheries and Coastal Management Project, the USAID/Council for Scientific and Industrial Research Institute/SARI Capacity Development Project, and the Ghana Commercial Agriculture Program (GCAP). Africa Lead facilitated a review of the projects' performance and guided them in developing annual work plans and budgets to submit to USAID. This support improved planning and budgeting skills and accelerated grant implementation. For example, the University of Ghana, which previously was under spending its grant, was able to develop an operational work plan for effective implementation.

To improve the partners' capacities to monitor and evaluate their results and provide meaningful contributions to the evidence base, Africa Lead designed and facilitated a five-day M&E/RBM short course for core staff from SARI, the University of Cape Coast, the University of Ghana, and

the GCAP. Course participants from SARI developed a roadmap for the operationalization of an evidence-based M&E system that would feed into the organization's management system and result in better planning. Participants also learned how to develop an M&E framework and system for their projects.

The focus on concrete skills was catalytic for several partners, enabling them to provide meaningful contributions to the evidence base, create strong work plans, unlock activity funding, and better monitor and evaluate their results. The partners that received training on M&E/RBM and work planning reported that the support helped them to understand how to develop a high quality work plan and improve M&E performance at their organizations.

Successful Promotion of Youth Workforce Development through Agribusiness Leadership Internship Program (A-LEAP)

In February 2017, as part of its youth workforce development strategy, Africa Lead launched A-LEAP to prepare the next generation of entrepreneurs, thinkers, and innovators in the agricultural sector. Africa Lead successfully recruited and onboarded 30 interns in the first cohort. In 2018, A-LEAP placed 23 interns with local agribusinesses for three to 12 months to meet critical organizational needs while gaining on-the-job experience, specialized skills, work-readiness training, and networking opportunities. Ghanaian agribusinesses and organizations benefited from support in M&E, strategy and marketing analysis, agricultural engineering, and program management.

Africa Lead held a learning event for interns and host organizations to share lessons learned and highlight the successes and impact of the internship program. The event also included a post-internship career-planning session to guide interns in their professional growth. One success that was highlighted was from the intern for the National Beekeepers Association, who helped write a winning business partnership proposal that resulted in a contract to supply 10 tons of wax annually to an international supply company. A key lesson shared by the majority of the host partners was that the internship programs can be leveraged as a high-impact technical assistance tool to fill institutional gaps through demand-driven placements.

NSA CAADP Sensitization Workshop

In April 2016, Africa Lead organized a CAADP sensitization workshop for 63 participants from civil society organizations, farmer-based organizations, youth and women organizations, media, and staff from the Ministry of Food and Agriculture.

The purpose of the workshop was to deepen the knowledge and update NSA group members on the current status of CAADP and the strategies put in place to guide involvement and develop a shared understanding of their roles in the CAADP process with respect to mutual accountability, JSRs, and the Medium-Term Agricultural Sector Investment Plan. The stakeholders who attended were motivated to establish a vibrant platform for NSAs in Ghana to ensure inclusive policy dialogue in the CAADP process.

Through an agribusiness intern program, Africa Lead placed 30 recent college graduates for 3 - 12 month internships within host agribusiness organizations in Ghana.

Guinea

Africa Lead delivered the Champions for Change (C4C) leadership course to students and faculty at the Institute of Agriculture in Faranah, Guinée in 2017.

20 organizations engaged to develop Guinea's NAIP

17 individuals from the Bureau of Strategy and Development (BSD) of the Ministries of Agriculture, Fisheries, Environment, and Livestock engaged in the technical writing committee to develop the new policy

15 working sessions with each thematic group to review and analyze the work of the BSD

Africa Lead's buy-in with USAID/Guinea was active from FY16 to FY18 and sought to strengthen national policy processes and structures, and to build the capacity of key government and non-state actors in the agricultural policy process. Africa Lead supported many institutions and organizations in Guinea during this time, including the Ministry of Agriculture, the Consultation Platform for the Guinean Private Sector, the Bureaux de Strategie de Developpement (BSD), and Génération pour l'Unité et la Relance de la Guinée.

A major milestone achieved in close collaboration with the Ministry of Agriculture was the completion of the new National Agricultural Policy (PNDA) and the National Agriculture, Food Security, and Nutrition Investment Plan (PNIASAN). Africa Lead and IFPRI, working closely with BSD, organized a strategic planning workshop and evaluated the policy and institutional environment for the revision of the PNDA and the PNIASAN. Africa Lead actively contributed to the revision process by providing regular technical assistance and coaching to the multi-stakeholder thematic working group and the technical writing committee tasked with drafting the documents. This inclusive policy development process fostered multi-stakeholder and development partner consultation and coordination, which helped accelerate the PNDA and PNIASAN policy formulation process. The new documents incorporate the objectives of the National Economic Development Plan, CAADP, and the Malabo Declaration principles.

Key Results

74 organizations supported

311 Private sector, community, & farmer organizations supported

Pie chart:
- 3 — Non-state actors
- 50 — Public sector/government
- 3 — Research/university/school

Legend:
- Non-state actors
- Public sector/government
- Research/university/school

12 food security events held

223 individuals engaged in food security policies or programs

Donut chart: 17% Female, 83% Male

Donut chart: 22% Female, 78% Male

Legend:
- Female
- Male

60 individuals trained
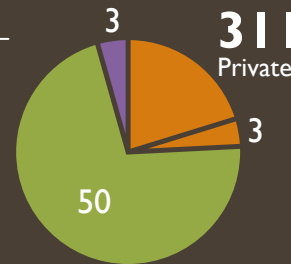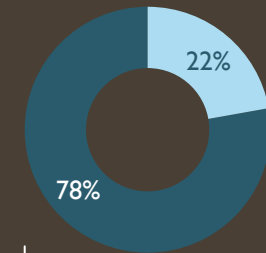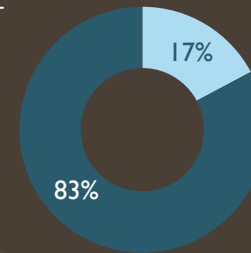
Key Partners → Africa Lead Support

Government

- Bureaux de Strategie et de Developpement (BSD) → Coordination for National Agriculture Investment Plan
- Ministry of Industry, SMEs, and Private Sector Promotion → Policy Coordination
- Ministry of Trade → Policy Coordination

NSA Network

- Plateforme de Concertation du Secteur Prive Guinéen (PCSPG) → Policy Coordination

57 organizations engaged in Nigeria's first Joint Sector Review

78 youth and women trained in agribusiness and entreprenuership skills

164 people from the Federal Ministry of Agriculture and Rural Development (FMARD) trained in M&E and Results Based Management (RBM)

Women Agribusiness and Entrepreneurship Development Course, Abuja in September 2017.

In Nigeria, Africa Lead worked to strengthen the capacity of public and NSA entities to enhance accountability in agricultural policy processes, catalyze investment in agriculture, and increase the participation of women and youth in agriculture and agribusiness. Africa Lead worked with its primary partner in Nigeria, the Federal Ministry of Agriculture and Rural Development (FMARD), to strengthen its M&E and RBM capacity and systems. The project also provided critical coaching and technical assistance to support the country's first JSR and supported FMARD in establishing the Nigeria

Agribusiness Resource Center, an information and advisory hub to help streamline the investment process for prospective and current agribusiness investors.

Select accomplishments are described in more detail in the Activity Overview section.

Key Results

136 organizations supported
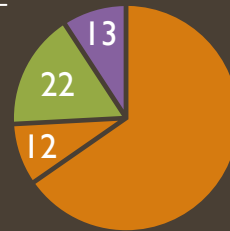
- Research/university/school: **13**
- Public sector/government: **22**
- Non-state actors: **12**

89 Private sector, community, & farmer organizations supported

16 food security events held

497 individuals engaged in food security policies or programs
- Male: **67%**
- Female: **33%**
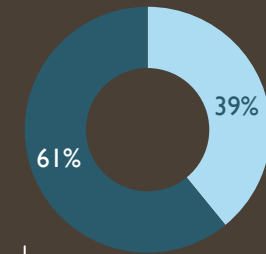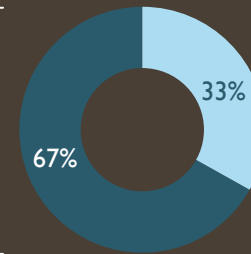
345 individuals trained
- Male: **61%**
- Female: **39%**

- Female
- Male

Key Partners

🏛 Government

Federal Ministry of Agriculture and Rural Development (FMARD)

FMARD National Agriculture Seed Council (NASC)

Africa Lead Support

Capacity Building

Policy Coordination

Support for Joint Sector Review

Activity Overview

M&E Capacity Improvement of FMARD

Africa Lead facilitated a retreat with 28 directors from the FMARD to raise awareness of the critical role of M&E for results-based management (RBM) and how the establishment of an RBM system, structure, process, and culture at the ministry would lead to better designed, delivered, and measured agriculture programs. As a result of the retreat, the directors committed to operationalizing the M&E system at both the management and departmental levels.

Africa Lead followed up this retreat with an M&E/RBM short course for key staff of the FMARD regional and state offices, parastatals, and technical agencies. During two five-day workshops, directors from 14 departments of FMARD were sensitized on their role in establishing an RBM system; the workshop also covered the RBM structure, process, and culture that would lead to better agricultural programs. Africa Lead also provided technical assistance to FMARD that included the delivery of a condensed four to five-hour mini course on the essentials of M&E to the staff of each department. Following each interactive and highly participatory training session, each department had to agree to a number of concrete actions to improve M&E.

In addition, Africa Lead helped the FMARD team develop a results framework for each department and compile a list of reference documents to inform the work of the departments. This technical assistance helped participants to develop a roadmap for an evidence and results-based M&E system that would feed into the ministry's knowledge management system and result in better planning, to enhance and strengthen the capacity of FMARD to manage policy change and reform. Thanks to the support of Africa Lead, FMARD staff are now equipped with the skills to effectively implement and report on results.

Establishing an Inclusive Dialogue Platform for an Effective, Multi-Stakeholder JSR

With Africa Lead support, FMARD was able to bring together key stakeholders in the agricultural sector for the JSR. Africa Lead worked to build awareness and momentum with NSAs to establish an inclusive dialogue platform for effective, multi-stakeholder participation in the JSR.

To raise awareness of the JSR, Africa Lead supported and facilitated sensitization workshops for the CAADP CNC in Nigeria. The objective of the workshops was to improve awareness and to strengthen the knowledge and capacities of NSAs on CAADP-related policy frameworks. The meetings also emphasized the importance of developing appropriate mechanisms to engage NSAs and to ensure the effectiveness of that engagement in the CAADP process.

Africa Lead also collaborated with key private sector groups and NSAs to deliver the C4C Leadership Course to women and youth leaders in Nigeria. The partnerships enabled Africa Lead to roll out and cascade the C4C training more cost effectively and to train more participants. Using a participatory approach that included group work, case studies, and practical exercises, the course strengthened the leadership and management skills of 79 participants who are expected to influence Nigeria's agriculture sector. Participants were equipped with the tools to implement food security initiatives, ensure mutual accountability, and engage in policy advocacy campaigns. The participants gained valuable skills that enabled them to more effectively participate in policy dialogue, such as the JSR.

With technical and logistical support from Africa Lead, the FMARD inaugurated its JSR Steering Committee in February 2017 and organized its first JSR in September 2017. During the JSR, participants reviewed and validated the annual agricultural performance report of the FMARD. The JSR offered opportunities for generating evidence-based data on CAADP performance, guided by the continent-wide M&E framework, and for drawing lessons and good practices at the country level. Plans were made to disseminate information in local languages at the state, local, and community levels to create awareness, participation, and mutual accountability around agricultural policy.

The early efforts of Africa Lead to establish an inclusive dialogue platform through CAADP sensitization and C4C leadership courses enabled development partners, regional organizations, and civil society organizations such as ECOWAS, the Alliance for Green Revolution in Africa, USAID, and Action Aid to participate and actively engage in the JSR. FMARD recognized that the development of a multi-stakeholder JSR steering committee was one of the most significant changes needed to improve dialogue and coordination with a more inclusive set of stakeholders including the private sector, farmer groups, and civil society organizations. The JSR steering committee functions as a forum for improving dialogue and coordination with a more inclusive set of stakeholders. As a result, stakeholders now have increased awareness about the annual JSR process, the NAIP, and other CAADP and Malabo requirements.

The JSR steering committee now receives and validates all policies and plans related to agriculture before they are publicized. It has had a transformational effect on including NSA feedback before finalizing and rolling out agricultural policies.

Agribusiness and Entrepreneurship Development Course

Nigeria recognized that in order to transform agriculture into a more productive sector with higher incomes, it must increase opportunities for youth and women to participate in the sector, specifically through agribusiness and entrepreneurship development. To support these types of opportunities, Africa Lead delivered the Agribusiness and Entrepreneurship Development Short Course to youth and women in Lagos in July 2017. The five-day course, organized with three strategic partners (LEAP Africa, Fresh & Young Brains Development Initiative, and African Harvesters), focused on business plan development, value chain analysis, market size forecast, and market research. The course strengthened the capacity of participants in areas such as the principles and the practice of entrepreneurship, business plan development, the importance of record-keeping and contingency planning, financial and risk management, business model canvas, and market research. Overall, the short course fostered networking, learning, and information sharing on opportunities, new technologies, successes, and lessons learned in agribusiness among the participants.

Establishment and Strengthening of the Nigeria Agribusiness Resource Center (NARC)

Africa Lead supported FMARD in establishing and strengthening the service delivery and the technical capacity of NARC, an information and advisory hub to help streamline the investment process for prospective and current agribusiness investors. Africa Lead worked closely with FMARD and key stakeholders to develop NARC's operational plan, business model, and budget. It also provided initial investment to set up the center, along with FMARD's Agribusiness and Investment Support Service Division (ABMD). In addition, Africa Lead provided an intern who helped identify and develop profiles for target investors to facilitate partnerships and matched suppliers with potential off-takers. Finally, Africa Lead trained ABMD staff in areas such as public- private partnerships in agribusiness facilitation, value chain analysis, M&E, and business model development and operations, specifically around NARC's website and the online service management system.

The goal of NARC is to attract private investment and develop effective institutional frameworks to better facilitate and coordinate the delivery of agribusiness investment services. The center increases access to and disseminates key information, products, and services that will ease new investor entry and increase local agribusiness investment. It also facilitates the registration, start-up, and expansion of agri-businesses throughout the country through a one-stop referral system.

Presentations during the UNACOIS Horticulture Contract Farming Workshop in August 2019

257 organizations engaged in the Joint Sector Review process over four consecutive years

14 institutional architecture milestones achieved

166 organizations engaged in support to national and regional mango value chains

Africa Lead activities in Senegal focused on increasing public and private investments in agriculture – a primary goal for USAID/Senegal that aligns with CAADP objectives. Africa Lead worked to strengthen key public and private institutions and promote private sector-led agriculture growth. Africa Lead worked closely with the Ministry of Agriculture and Rural Equipment (MAER) to develop Senegal's second-generation NAIP, and provided technical assistance to build the capacity of the Agency for Investment Promotion and Major Projects (APIX) to facilitate increased investment in Senegal.
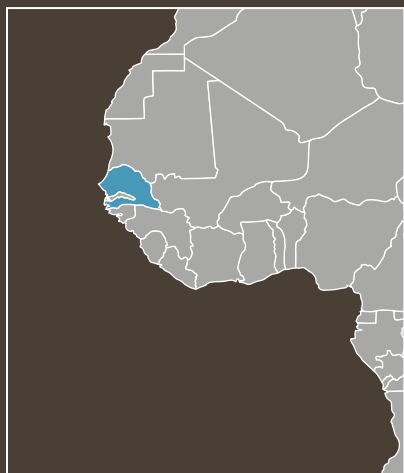
Select accomplishments are described in more detail in the Activity Overview section.

Key Results

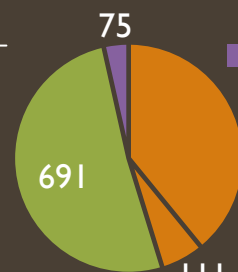1,345 organizations supported

89 food security events held

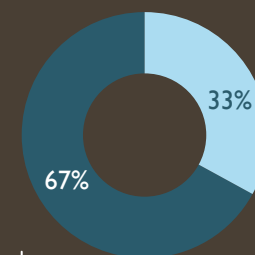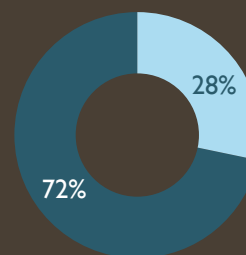3,384 individuals engaged in food security policies or programs

500 individuals trained

Pie chart:
- Research/university/school — 75
- Public sector/government — 691
- Non-state actors
- 525 Private sector, community, & farmer organizations supported

Donut charts:
- 72% / 28% (Female/Male)
- 67% / 33% (Female/Male)
- Female
- Male

Key Partners

Category	Partner
Academic	Higher Institute for Agribusiness, Cheikh Anta Diop University of Dakar
Community-based Org.	Mouvement Sénégalais pour le Développement (MSD)
Government	Agence pour la Promotion des Investissements... (APIX)
Government	Bureau Operationnel de Suivi du Plan Senegal Emergent (BOS/PSE)
Government	Cellule de Lutte contre la Malnutrition (CLM)
Government	Direction de l'Analyse, de la Prevision et des... (DAPSA)
Government	Direction de l'Appui au Secteur Prive (DASP)
Government	General Direction for Planning and Economic Policies (DGPPE)
Government	Ministère de l'Agriculture et de l'Equipment Rurale (MAER)
Government	Ministère de l'Eau et de l'Assainissement
Government	Ministère du Commerce
NGO	Groupe de Dialogue Social et Politique (GDSP)
NSA Network	Conseil National de Concertation et de Coopération... (CNCR)
NSA Network	Union Nationale des Commercants et Industriels... (UNACOIS)
Private Sector	Interprofession des Acteurs de la Mangue du Senegal (IAMS)
Trade and Business Association	West African Regional Mango Alliance (WARMA)

Africa Lead Support

- Advisory Support
- Agribusiness and Entrepreneurship Development
- Capacity Building
- Champions for Change Institutionalization
- Coaching and Mentoring
- Coordination
- Coordination for National Agriculture Investment Plan
- Facilitation
- Inclusive Policy Dialogue
- Institutional Architecture ImprovementPlanning
- Leadership and Management Training
- M&E Training
- Organizational Development
- Policy Coordination
- Strategic Development
- Support for Joint Sector Review
- Team Building
- Technical Assistance

Activity Overview

Institutionalization of C4C Leadership training

To institutionalize transformative food security leadership, Africa Lead worked closely with the University Cheikh Anta Diop's Higher Institute for Agriculture and Entrepreneurship (UCAD/ISAE) to integrate the project's C4C leadership training modules into the core curriculum for graduate and undergraduate students in the agricultural sector. The inclusion of C4C modules into local curricula ensures future generations will have the knowledge and skill to manage food security and agricultural policy reform well after Africa Lead ends.

The 80-hour course includes in-class and out-of-class activities, with a focus on topics such as CAADP, national agriculture policy and food security, as well as leadership and change management. The course also requires students to intern at an agribusiness or on a farm to gain practical experience and knowledge in the field.

Institutionalizing an interdisciplinary, practical curriculum such as C4C into a leading post-secondary institution ensures countries have the human capital to overcome challenges and seize opportunities in the agriculture and food security fields in Senegal and throughout the region.

Annual JSRs

Africa Lead helped institutionalize high-quality JSRs convened every year by the Government of Senegal to ensure ongoing improvement of the country's NAIP. Before receiving Africa Lead support, the Ministry of Agriculture and Rural Equipment (MAER), the CAADP focal point, was having difficulty planning and organizing the JSR. From 2014-2018, Africa Lead played an important role in supporting the JSR process by preparing stakeholders, including NSAs and the private sector, for the reviews and providing technical assistance and meeting facilitation support for four consecutive JSRs.

Africa Lead supported MAER in conducting high-quality JSRs as a means of critically reviewing the country's NAIP. This effort has generated learning to inform adaptive management and improvements in the implementation of the NAIP. The government is now including JSRs in its work plan and as part of its annual budgeting, which is an important step toward institutionalizing this review process for improving agricultural policies and programs.

NAIP 2.0

Africa Lead supported MAER in developing a second-generation NAIP by facilitating a collaborative review and validation of data collected from the first NAIP phase. The review included facilitating stakeholder discussions on the NAIP 2.0 strategy for the next five years. In addition, the relevant governmental agencies, the private sector, and NSAs analyzed opportunities and prioritized activities with the greatest potential for growth and to improve incomes. In particular, a functional platform organized and consolidated feedback from NSAs, articulated a coordinated proposal to contribute to monitoring the implementation of the NAIP 2.0, and defined their roles in influencing policy change around water, land, forest, and fishing to ensure food security and sustainable development. The inclusive group applied a holistic view to what was needed for growth in the agricultural sector such as inputs, export, financing, training needs, and extension agents. In 2018, at the NAIP 2.0 document validation workshop, the National Agricultural Investment Program for Food Security and Nutrition for 2018-2022 was validated.

These activities will increase local capacity for planning and attracting targeted investment in agriculture and agribusiness through a stronger NAIP. A well-articulated NAIP that includes specific objectives, performance indicators, and targets across sectoral ministries will improve the capacity of the government to manage food security policy change.

Capacity Building for APIX

Africa Lead provided technical assistance to build the capacity of APIX to facilitate increased investment in Senegal. As a state-run agency, APIX provides investment-related information, facilitates registration, and

accompanies investors in all administrative steps needed to initiate business while helping to resolve problems as they arise. APIX supports large infrastructure projects and administers all special economic zones in Senegal. The agency plays the role of ombudsman and helps to run interference between the government and investors.

Africa Lead supported APIX to set up a regional investment platform to attract businesses in the predominantly agricultural northern region of Senegal and provided capacity building services to the APIX aftercare department. The aftercare department helps enterprises solve problems they encounter once investments have been made. With well-functioning aftercare services, APIX will help increase the confidence of investors, which should lead to increased investments. Africa Lead also carried out an evaluation of the investment cycle, which provided actionable data to help the department identify opportunities to support increased productivity and income with investments from national and international businesses. In addition, Africa Lead worked to build APIX's capacity to increase public-private dialogue in northern Senegal along with the North Zone Territorial Investment Platform by improving feedback loops between the public and private sector, establishing a local public-private dialogue framework, and supporting strategic visioning and team building activities.

By strengthening platforms for engagement and inclusive dialogue with key NSAs in the agricultural sector, APIX will help improve regulations and the business-enabling environment for agribusinesses. These support services will ultimately contribute to strengthened investment in the agricultural sector in Senegal thereby boosting agricultural productivity and food security.

M&E Capacity Building Support for the Department for Private Sector Support (DASP)

Africa Lead provided an M&E training to the DASP [which is part of the Ministry of Economy, Finance, and Planning (MEFP)] to improve monitoring and evaluation of its agricultural sector activities. DASP is charged with planning programs and conducting M&E, research, and studies to inform the ministry's decisions around private sector competitiveness, the business environment, and the promotion of public-private partnerships.

Africa Lead worked with staff at DASP to improve their M&E skills and team dynamics to enhance the department's productivity and strengthen the quality of their reporting and planning activities. Africa Lead:

- delivered a five-day M&E training on basic M&E concepts and principles for 15 staff;

- worked with DASP to strengthen and enhance its institutional M&E system;

- provided mentoring support that contributed to the development of tools for monitoring, analyzing, and reporting on results, the use of performance data, ensuring data quality, and the development of an M&E manual; and

- designed and carried out a public-private partnership training program for 13 DASP staff through an experience sharing workshop and a field trip.

After receiving M&E training, DASP department heads immediately incorporated their newfound knowledge and skills to support annual planning and quarterly and annual reporting for their respective departments. Alignment in structure and content related to M&E reporting also enabled DASP to more easily prepare its quarterly and annual reporting for MEFP. By improving the ability of DASP to operate as a strong team and effectively monitor and evaluate its activities, the department has improved the quality of data, reporting, and planning of Plan Senegal Emergent (PSE) activities.

M&E Capacity Building for Bureau Operationnel de Suivi (BOS)

Africa Lead provided M&E technical assistance and capacity building to the Bureau Operationnel de Suivi (BOS), which was established in 2015 by presidential decree with a mandate to monitor the government's implementation of the PSE. Since its inception, Africa Lead worked with BOS to significantly improve its M&E capacity through workshops, training, and ongoing support. Africa Lead worked with BOS to operationalize a food security dashboard monitoring system to enable the government to learn and adapt in real time and worked with BOS to improve M&E capacity,

including methodology, planning, tools, and reporting, allowing for more effective real-time monitoring of the PSE. The Africa Lead M&E training enabled BOS to move from monitoring higher-level, more general indicators to specific, operational indicators for each PSE activity under implementation. A significant output of the Africa Lead training was a roadmap for each of the 17 key projects and reforms. Each project leader now has the tools to monitor his or her respective initiative's progress in real-time, as well as provide weekly progress reports to leadership.

By improving team cohesion, work planning, and M&E capacity of BOS, the department will be able to more effectively monitor and support the government in the implementation of the PSE. BOS now provides a dashboard to monitor implementation of the PSE, which informs the ministerial council and president and is used to hold government accountable. Since the PSE touches on projects and reforms that affect agricultural productivity and investment, food security, and the well-being of women and youth, better implementation of the plan will yield better and more enduring results for CAADP-related priorities.

Support to West Africa Regional and Senegalese National Mango Associations

In 2016, the Ministry of Trade, USAID/Senegal, and Africa Lead co-organized the Regional Mango Week, the first-ever platform for key stakeholders in the value chain to discuss critical issues such as access to markets, competitiveness of the Senegalese and West African mango, and the sector's regulation and capacity building needs.

As follow-up on key decisions made during Mango Week in Senegal, and in support of the Ministry of Trade's Local Mango Value Chain Initiative, Africa Lead conducted a study to identify ways to build a structured and sustainable mango alliance in Senegal. As a result, Africa Lead supported the establishment of the Senegalese Inter-professional Mango Association (IAMS) in 2017. Africa Lead also supported the accompanying regional consultative workshops and a national sensitization workshop involving 98 stakeholders. During a General Assembly meeting in September 2017, the West African Regional Mango Alliance (WARMA) was established.

In September 2018, Africa Lead, in collaboration with Senegal's Ministry of Commerce, Informal Sector, Consumer Affairs, and Small and Medium-Sized Enterprises, supported the organization of the first Constituent General Assembly of the WARMA. The eight member countries, including Burkina Faso, Côte d'Ivoire, The Gambia, Ghana, the Republic of Guinea, Guinea-Bissau, Mali, and Senegal, nominated two representatives from the public and private sectors to attend the event. Meeting participants validated the WARMA constitutional rules and procedures, elected the permanent executive board, and developed a roadmap identifying priority actions to implement.

In 2019, Africa Lead supported IAMS to evaluate the 2017-2018 mango production season. Building on previous Africa Lead support to help establish the association in 2017, Africa Lead supported IAMS to carry out its first-ever comprehensive evaluation of the mango production season in Senegal and to organize a two-day workshop to share the results. IAMS serves as a platform for actors in the Senegalese mango value chain to discuss, coordinate, and harmonize their strategies and plans, and is a key player in shaping the formulation of evidence-based policy that favors its members.

WARMA, meanwhile, is serving as a functional platform at the regional level in West Africa for actors in the mango value chain to hold dialogues, coordinate, and harmonize policy based on evidence-based recommendations and learning. This improved platform for dialogue and consultation between government, the private sector, and trade associations related to the mango trade will strengthen the capacity of the policy system and will improve the capacity of the stakeholders to analyze and utilize existing research and data for policy design and program recommendations.

Participants at the rice fair and dialogue forum held in in Saint-Louis, Senegal – organized by Africa Lead grantee Entreprise Aissatou Gaye (EAG).

Other Supported Missions

Burundi
IN REVIEW
Fiscal Year 2015

With funding from USAID/East Africa, Africa Lead developed a national coffee sector strategy in partnership with the World Bank. In developing the strategy, Africa Lead garnered buy-in from the main public and private sector stakeholders, increasing the probability that the coordinated coffee policy would lead to the robust growth of the country's most important export and better incomes for farmers. Africa Lead also provided technical assistance and facilitation to finalize the IAA for agriculture policy making in the EAC, including consultation with Burundi on its report.

Ethiopia
IN REVIEW
Fiscal Year 2014

With funding from USAID/ East Africa, Africa Lead supported USAID/Ethiopia with the production of the book "Resilience in Action: Changing Horizons in Ethiopia's Drylands" in 2014. This book discusses USAID/Ethiopia's lessons learned in working to improve the resilience of pastoral communities in the dryland areas of Ethiopia.

Malawi
IN REVIEW
Fiscal Years 2016 - 2017

With funding from USAID/Malawi, Afriica Lead facilitated an IAA update. This update indicated IA for agriculture and food policy in Malawi had improved over the previous three years. In particular, the assessment found improvements in the guiding policy frameworks, including the National Agriculture Policy, policy development and coordination, mutual accountability, inclusivity and stakeholder consultation, and evidence-based analysis.

With funding from the USAID Bureau for Food Security, Africa Lead supported USAID/Malawi in undertaking several other activities. For example, during FY18, Africa Lead's country facilitator in Malawi worked closely with the Civil Society Agriculture Network to discuss the implementation of the new NAIP, as well as to review a concept note on accountability and transparency. Africa Lead also helped facilitate a workshop on NAIP tools and processes for monitoring, accountability, and transparency.

Mozambique
IN REVIEW
Fiscal Year 2016

With funding from USAID/Mozambique, Africa Lead provided bridge funding for USAID's Supporting the Policy Environment for Economic Development project in Mozambique. One key achievement during this bridge period was the convening of agriculture policy dialogue platforms and capacity-building events, which brought together more than 550 government and non-governmental stakeholders to discuss key policy issues.

Rwanda
IN REVIEW
Fiscal Year 2017

In Rwanda, Africa Lead supported a national dialogue on findings, lessons learned, and recommendations from the 2016 Early Generation Seeds (EGS) study. Africa Lead commissioned four studies during FY16, sponsored by the USAID Bureau for Food Security, to determine pathways for promoting the commercial and sustainable production and delivery of EGS of selected food crops in Kenya, Nigeria, Rwanda, and Zambia. The studies analyzed existing EGS seed systems and EGS demand and profitability, in addition to proposing specific seed market archetypes for each crop, with each archetype having different levels of public-private partnerships to increase the likelihood of commercial success. This work involved identifying key challenges to seed commercialization and recommending public investments to develop commercially viable seed value chains. In FY17, Africa Lead organized and led national dialogues on EGS in Rwanda (and in Zambia, with funding from the USAID Bureau for Food Security) to share findings and recommendations of the EGS study with stakeholders and partners while building a consensus on pathways to strengthen the seed sector.

Earlier in Rwanda, Africa Lead assisted the Rwandan Ministry of Agriculture and Animal Resources (MINAGRI) in conducting a study on empty pesticide containers to provide advice on improved, environmentally-sound ways to dispose of and/or re-purpose empty pesticide containers. In March 2016, Africa Lead conducted a public presentation of the study in Kigali, engaging a broad set of stakeholders to share and discuss results.

Other Supported Missions

Sahel Regional Office/Burkina Faso
IN REVIEW
Fiscal Year 2017

In Burkina Faso, Africa Lead supported the "Secrétariat Permanent pour la Coordination de Secteur Agricole" (SP/CPSA) to facilitate multi-stakeholder engagement at the regional level during the formulation of the "Plan National du Secteur Rural II," Burkina Faso's equivalent of a NAIP. To inform the plan, SP/CPSA conducted regional consultation workshops to collect data and information from local stakeholders around priority agricultural investment needs and opportunities. Africa Lead supported this process, designing and delivering a two-day training of trainers course to 46 participants and supporting the first three pilot regional consultation workshops held in Ouahigouya in the Centre-North region, Fada N'Gourma in the Sahel region, and Dori in the East region. Africa Lead also supported a workshop to evaluate the pilot phase, helping to generate learning to inform implementation of the remaining 10 regional consultation workshops.

Sierra Leone
IN REVIEW
Fiscal Years 2016 - 2017

Africa Lead activities in Sierra Leone sought to enhance the capacity of key government and non-state actors to contribute to agricultural reform and productivity. During this time, Africa Lead supported the Ministry of Agriculture, Forestry, and Food Security (MAFFS) by designing and facilitating a M&E/RBM short course to enhance the ministry's capacity to plan and manage its food security policies, plans, and programs effectively. Africa Lead also supported the Sierra Leone Chamber for Agribusiness Development by facilitating a participatory capacity assessment, helping it define its performance goals and measures of success, analyzing gaps between current outcomes and effectiveness and efficiency objectives, and creating an organizational strengthening plan.

To mobilize champions and leaders who are committed to creative new approaches to achieving food security in Sierra Leone, Africa Lead designed and delivered the C4C leadership short course to MAFFS, the Sierra Leone Chamber for Agribusiness Development, students from local universities, and other key stakeholders. As a result of this training, Sierra Leone now has a pool of inspired and energized champions ready to lead positive change in the agricultural sector.

Somalia
IN REVIEW
Fiscal Year 2019

In FY18, USAID/Somalia began exploring options to layer, integrate, and sequence its resilience activities. To implement this approach, USAID needed to develop a resilience partnership for its implementing partners. Africa Lead supported USAID in developing this partnership, beginning by facilitating a meeting for 47 USAID Somalia staff and implementing partners to introduce them to the new Somalia Resilience Approach and identify areas for collaboration. With buy-in support from USAID/Somalia in FY19, Africa Lead facilitated several USAID Somalia Resilience Approach Field Meetings with USAID implementing partners in Bay and Bakool in Baidoa, Somalia. Through these meetings, Africa Lead provided a platform for partners to learn about one another's activities and approaches to building resilience in Bay and Bakool, facilitated dialogues focused on exploring opportunities to sequence, layer, and/or integrate activities, and enhanced networking and coordination among partners between meetings. A number of tangible results emerged from these practical collaborations among partners. The meetings also provided an entry point for new USAID partners without operations in the region, specifically the economic growth partner GEEL, to implement a joint activity with other partners. Specifically, the partners held a business-to-business event that brought together more than100 participants from the private and public sectors as well as development partners.

Uganda
IN REVIEW
Fiscal Years 2014 - 2019

With funding from USAID/East Africa and the Bureau for Food Security, Africa Lead supported USAID/Uganda with various activities from 2014 - 2019. For example, Africa Lead convened a NAIP Malabo Declaration domestication workshop, providing facilitators, rapporteurs, and overall logistical support to help Uganda develop a NAIP in line with the CAADP framework. In addition, to ensure NSAs were well-represented in CAADP processes, Africa Lead worked with the CAADP CNC to undertake an NSA sensitization workshop, the aim of which was to build the capacity of Uganda's NSA network to engage the government in policy discussions. Finally, in 2019, Africa Lead piloted the Institutional Architecture Assessment, Prioritization, and Planning (IA-APP) Toolkit in Uganda with the strong participation from USAID/Uganda, the AU and national stakeholders

Annex

In 2014, Africa Lead developed and delivered a report writing course for Ghana's Ministry of Food and Agriculture.

Acronyms

AATF	African Agricultural Technology Foundation
AASN	Agriculture Advisory Services Network
ABMD	Agribusiness and Investment Support Service Division
ACORD	Agency for Cooperation and Research in Development
ACT	Agricultural Council of Tanzania
ACTESA	Alliance for Commodity Trade in Eastern and Southern Africa
ADSP	Agriculture Sector Development Program
AFR/SD	Africa Bureau, Office of Sustainable Development
AgCK	Agricultural Council of Kenya
AGRA	Alliance for a Green Revolution in Africa
A-LEAP	Agribusiness Leadership Internship Program
ANSAF	Agriculture Non-State Actors Forum
APIX	Agency for Investment Promotion and Major Projects/Agence pour la promotion des investissements et des grands travaux
APLE	Agriculture Policy Learning Event
ARD	Agricultural and Rural Development
ARDDG	Agriculture Rural Development Donor Group
ASAL	Arid and Semi-Arid Land
ASALDG	Arid and Semi-Arid Land Donor Group
ASDP-2	Agricultural Sector Development Program 2
ASTGS	Agriculture Sector Transformation and Growth Strategy
AU	African Union
AUC DREA	African Union Commission's Department of Rural Economy and Agriculture
AUDA-NEPAD	African Union Development Agency's New Partnership for

	Africa's Development
AVCD	Accelerated Value Chain Development
AYNAT	African Youth Network for Agricultural Transformation
BADECC	Business and Development Consultancy Centre
BAG	Budget Action Group
BFS	Bureau for Food Security
BFS/MPI	Bureau for Food Security Market and Partnership Innovations Office
BFS/CSI	Bureau for Food Security Country Strategy and Implementation Office
BFS/ARP	BFS Office of Agriculture Research & Policy
BOS	Bureau Operationnel de Suivi
BPAT	Benchmarking Performance for Agricultural Transformation
BR	Biennial Review
BSD	Bureau de Strategie et Developpement
CAADP	Comprehensive Africa Agriculture Development Program
CET	Common External Tariff
CFTA	Continental Free Trade Area
CIMMYT	International Maize and Wheat Improvement Center
CLA	Collaborating, Learning, and Adapting
CNC	CAADP Non-State Actors Coalition
COMESA	Common Market for Eastern and Southern Africa
CORAF/WECARD	Conseil ouest et centre africain pour la recherche et le développement agricoles/West and Central Africa Council for Agricultural Research and Development

CUTS-CITEE	Consumer Unity and Trust Society—Centre for International Trade, Economics and Environment		GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German development agency)
C4C	Champions for Change		GLIDEN	Ghana Livestock Development Network
DAI	Development Alternatives Inc.		GT9	Group Thematique 9
DASP	Department for Private Sector Support		IA	Institutional Architecture
DCHA/FFP	Democracy, Conflict and Humanitarian Assistance, Office of Food for Peace		IAA	Institutional Architecture Assessment
DPCG	Development Partners Coordination Group		IA-APP	Institutional Architecture Assessment, Prioritization, and Planning
DRC	Democratic Republic of Congo		IAMS	Senegalese Inter-professional Mango Association
EA	East Africa		ICFAG	Inland Culture Fisheries Association of Ghana
EAC	East Africa Community		ICT	Information Communication Technology
ECOWAS	Economic Community of West African States		IFPRI	International Food Policy Research Institute
ECOWAS/DARD	Economic Community of West African States/Directorate of Agriculture and Rural Development		ILRI	International Livestock Research Institute
EGS	Early Generation Seeds		IPM	Integrated Pest Management
EMBRAPA	Brazilian Agricultural Research Corporation		IS&R	Implementation Strategy and Roadmap
FAANG	Fisheries and Aquaculture Alliance Network		JAS	Joint Agricultural Secretariat
FAO	United Nations Food and Agriculture Organization		JASCCM	Joint Agriculture Sector Consultation and Cooperation Mechanism
FAW	Fall Armyworm		JSR	Joint Sector Review
FMARD	Federal Ministry of Agriculture and Rural Development		KCDMS	Kenya Crops and Dairy Market Systems Project
FTF	Feed the Future		LGA	Local Government Administration
FTFMS	Feed the Future Monitoring System		MAER	Ministry of Agriculture and Rural Equipment
GCAP	Ghana Commercial Agriculture Program		MAFFS	Ministry of Agriculture, Forestry, and Food Security
GDP	Gross Domestic Product		M&E	Monitoring and Evaluation
GDSP	Political and Social Dialogue Group		MEFP	Ministry of Economy, Finance, and Planning
GFSS	Global Food Security Strategy		MEL	Monitoring, Evaluation, and Learning
GHS	Ghanaian cedi (currency of Ghana)		MFDI	Media for Development International

MoA	Ministry of Agriculture		P2P	Peer-to-Peer
MoALF	Ministry of Agriculture, Livestock and Fisheries		RAIP	Regional Agriculture Investment Plans
MoRD	Ministry of Rural Development		RBM	Results Based Management
MSI	Management Systems International		RECs	Regional Economic Communities
MVIWATA	National Network of Small-Scale Farmers Groups in Tanzania		ReSAKSS	Regional Strategic Analysis and Knowledge Support System
NAIP	National Agriculture Investment Plan		RIGOs	Regional Intergovernmental Organizations
NARC	Nigeria Agribusiness Resource Center		SIDA	Swedish International Development Cooperation Agency
NARS	National Agricultural Research Systems		SIRDA	Savanna Integrated Rural Development Aid
NHP+	Nutrition and Health Program Plus		SMEs	Small and medium-sized enterprises
NDMA	National Drought Management Authority		SOPs	Standard operating principles
NGO	Non-Governmental Organization		SP/CPSA	Secrétariat Permanent pour la Coordination de Secteur Agricole
NSA	Non-State Actor			
OCA	Organizational Capacity Assessment		SUCAM	Sugar Campaign for Change
ONC	National Coffee Office (DRC)		TOC	Theory of Change
PfRR	Partnership for Recovery and Resilience		TOT	Training of Trainers
PIATA	Partnership for Inclusive Agricultural Transformation in Africa		TRG	Training Resources Group, Inc.
PITT	Performance Indicator Tracking Table		UCAD/ISAE	University Cheikh Anta Diop's Higher Institute for Agriculture and Entrepreneurship
PMELP	Performance, Monitoring, Evaluation, and Learning Plan			
PMP	Performance Monitoring Plan		UN	United Nations
PNDA	National Agricultural Policy		USAID	United States Agency for International Development
PNIASAN	Plan National d'Investissement Agricole, de Sécurité Alimentaire et de Nutrition		USG	United States Government
			VSLA	Village Savings and Loan Association
PP	Partnership Platform		WA	West Africa
PREG	Partnership for Resilience and Economic Growth		WARMA/ARMAO	West African Regional Mango Alliance
PR4I	Policy Reform for Investment		WIANG	Women in Agribusiness
PSE	Plan Senegal Emergent			

Performance Indicator Tracking Table (PITT)

#	Indicator type and number	Indicator	Year 1 - 5 Achieved	FY19 achieved by quarter Q1	Q2	Q3	Q4	FY19 (Y6) Achieved	FY19 (Y6) Target	LOP Achieved	LOP Target
Intermediate Result 1: Improved leadership and institutional effectiveness for agricultural transformation											
1.1	Output (EG.3-2)	Number of individuals participating in USG food security programs	21,594	685	551	1,313	842	3,073	2,060	25,971	23,654
		% Women	39%	30%	26%	33%	27%	31%	40%	36%	40%
1.2	Output (EG.3.2-1)	Number of individuals receiving USG-supported short-term agricultural sector productivity or food security training	6,161	97	19	586	0	695	645	6,755	6,806
		% Women	56%	33%	25%	38%	N/A	38%	40%	48%	55%
1.3	Outcome (EG.3.2-24)	Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance	798	N/A[1]	N/A	N/A	N/A	139	90	937	888
		% Women	N/A	N/A	N/A	N/A	N/A	30%	35%	N/A[2]	N/A
1.4	Output	Number of organizations receiving targeted assistance to build their capacity and/or enhance their organizational functions	144	20	7	15	13	33	35	177	179
1.5	Outcome	Percentage of institutions/organizations benefitting from targeted Africa Lead capacity building activities that apply improved practices	95%	N/A	N/A	N/A	N/A	90%	85%	94%	90%
1.6	Output (EG.3.2-4)	Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	1,849	169	86	182	217	565	315	2,867	2,164
1.7	Outcome (EG.3.2-20)	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations, and CBOs that apply improved technologies or management practices as a result of USG assistance	68	N/A	N/A	N/A	N/A	41	35	109	103

#	Indicator type and number	Indicator	Year 1 - 5	FY19 achieved by quarter				FY19 (Y6) Achieved	FY19 (Y6) Target	LOP Achieved	LOP Target
			Achieved	Q1	Q2	Q3	Q4				
Intermediate Result 2: Enhanced collaboration and effective coordination among food security and resilience stakeholders											
2.1	Output	Number of organizations/institutions benefitting directly and indirectly from Africa Lead programming	5,260	355	292	400	422	1,148	660	6,474	5,920
2.2	Output	Number of events supported by Africa Lead to improve institutional effectiveness of food security actors in managing agricultural transformation across Africa	614	29	17	49[3]	27	122[4]	71	742	685
2.3	Outcome	Percentage of members of CAADP Non-State Actors Coalition (CNC) that see improvement in mechanisms, processes and systems for effective coordination among non-state actors.	-	N/A	N/A	N/A	N/A	N/A	N/A	72%[5]	N/A
2.4	Outcome	Number of participants attending events to support greater engagement of NSAs in agricultural development and implementation	1,642	313	148	828	316	1,539	1,345	3,121	2,987
		% Women	41%	30%	22%	37%	33%	33%	40%	36%	41%
Intermediate Result 3: More inclusive, African-led policy solutions and learning that empowers local stakeholders to contribute to improved food security and resilience policy outcomes											
3.1	Outcome (EG.3.1-d)	Number of milestones in improved institutional architecture for food security policy achieved with USG support	21	N/A	N/A	N/A	N/A	19	6	40	27
3.2	Output/ Outcome (EG.3.1-12)	Number of agricultural enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case Stage 1: Analyzed; Stage 2: Drafted and presented for public/ stakeholder consultation; Stage 3: Presented for legislation/ decree; Stage 4: Passed/ approved; Stage 5: Passed for which implementation has begun	55	N/A	N/A	N/A	N/A	3	6	58	61
3.3	Output	Number of knowledge products generated with support from Africa Lead	203	3	4	8	11	26	46	229[6]	249

Context indicators					
#	Type	Indicator	Disaggregation	2013	2019
G1.1	Context	Poverty Headcount Ratio at $1.90 per day	Africa-wide	40.98%	34.45%
G1.2	Context	Prevalence of underweight children under five years of age	Africa-wide	20.53%	17.87%
G1.3	Context	Agriculture value added (% GDP)	Africa-wide	17.77%	15.2%
G1.4	Context	Percentage of national spending allocated to agriculture	Africa-wide	2.92%	3.23%
G1.5	Context	Domestic Private Sector Investment in Agriculture	Country	N/A[7]	N/A

[1] Indicators marked with "N/A" for quarterly results are annual indicators.

[2] We do not have LOP gender-disaggregated data for this indicator. We do have gender disaggregation for FY18 and FY19, but not for the prior data.

[3] In FY19 Q3, we are including 17 events from the NSA Small Grant Program that were actually held late in FY18. Due to the inherent delay in capturing data through the grant reporting cycle, we were not able to record this data in our M&E database until FY19.

[4] Due to delayed data entry for several events, our annual result is higher than the sum of the quarters.

[5] Per the CNC stakeholder survey conducted by Africa Lead in 2018.

[6] Several final learning products will be finalized in the remaining months of the project, so we are below target on this indicator at this time of this report.

[7] At the time of this report, this indicator has not been published yet.

Institutional Architecture (IA) Milestones

(FY18 and FY19)

Milestone	Mission	Policy Element	Fiscal Year
The CAADP Nonstate Actors Coalition is serving as a moderately effective platform to collectively engage nonstate actors in CAADP processes at the continental level and to raise the awareness of the importance of participation of non-government stakeholders in agricultural development and food security policy reform. While the capacity of the CNC remains limited to perform key roles in the CAADP system as a functional non-state actor apex organization at the continental level, the recent Biennial Review represented a significant milestone for the CNC to play an influential role in generating awareness and opportunity for NSA top participate in the exercise.	BFS	3	2018
With support from Africa Lead, the Kenyan Ministry of Agriculture and Irrigation (MoIA) piloted a participatory, multi-stakeholder self-assessment of the country's institutional architecture and co-developed a prioritized action plan. The pilot raised awareness and generated demand for using the IA framework and conducting Joint Sector Reviews at county levels, which will strengthen alignment and coordination between national and subnational policy processes for agriculture.	BFS	2, 5	2018
With support from Africa Lead, Senegal's Direction de l'Analyse de la Prevision et des Statistiques Agricoles (DAPSA) / Ministry of Agriculture and Rural Equipment (MAER) piloted a participatory, multi-stakeholder self-assessment of the country's institutional architecture and co-developed a prioritized action plan. The process strengthened open communication and improved collaboration between a multisectoral group of stakeholders, which will lead to efficiency, better alignment and trust to implement Senegal's second generation National Agricultural Investment Plan (NAIP 2.0).	BFS	2, 5	2018
With support from Africa Lead and the Agriculture Sector Policy and Institutional Reforms (ASPIRES) project, Tanzania's Policy Analysis Group (PAG) piloted a participatory, multi-stakeholder self-assessment of the country's institutional architecture and co-developed a prioritized action plan. The IA action plan was adopted for implementation by the PAG, which will strengthen the capacity of the PAG to serve as an effective coordination mechanism for agricultural policy reform in Tanzania.	BFS	3, 4	2018
With support from Africa Lead, the CAADP Development Partners Coordination Group (DPCG) is serving as an effective platform among Development Partners, international financial institutions, UN technical agencies, and research and technical partners to coordinate the implementation of the CAADP agenda. A functional donor coordination platform at the continental level that enhances a shared vision, accountability and open communication between government and donors on food security priorities will ensure that international aid donors provide funds and other forms of support to governments, NGOs, multilateral institutions, research institutions and others that encourage African agriculture transformation according to the CAADP agenda.	BFS	6	2018

Milestone	Mission	Policy Element	Fiscal Year
With Africa Lead support, the Sugar Campaign for Change (SUCAM) piloted an approach to improve public participation in planning and budgeting for food and nutrition security projects at the subnational level in three counties in Kenya (Kakamega, Kisumu and Homa Bay). The Budget Action Group (BAG) is now functional in Kisumu and has improved the capacity of farmer-based nonstate actor groups to engage county level budgeting committees.	BFS	3, 5	2018
With Africa Lead support, the Open Institute piloted an approach to improve public participation in monitoring, implementing and planning for food security and nutrition projects at the subnational level in Nakuru County. An online portal with agricultural data from 4,000 households was launched and has improved the capacity of the Nakuru government to prioritize budget allocations for agricultural projects, as well as farmer-based nonstate actor groups to engage county level planning.	BFS	3, 5	2018
The Africa Union's first inaugural Biennial Review was completed for the continent in January 2018, which provides a significant learning opportunity for to inform specific actions and recommendations for country level stakeholders. With Africa Lead support, the AU is collaborating with regional and country level stakeholders to ensure the BR findings are useful to trigger policy and programmatic responses within National Agriculture Investment Plans (NAIP) and other country-level processes.	BFS	6	2018
With Africa Lead support, the Agricultural Council of Kenya (AgCK) improved the capacity of its members to engage in policy dialogue on budgetary allocation and expenditure in the agricultural sector. By training members and extending the use of the NSA Advocacy and Consultation Tool (NSA-ACT), AgCK is strengthening the capacity of NSA to play a constructive role in the policy reform system, which also enhances the performance of AgCK has a functional apex organization at the national level.	BFS	3, 5	2018
Development of CAADP Toolkit to support communication and advocacy of the AUC's 2018 Biennial Review and preparation for 2020 Biennial Review.	BFS	6	2019
Funding and management support for the CAADP DPCG Secretariat toward an improvement in the effectiveness of the platform among development partners, international financial institutions, UN technical agencies, and research and technical partners for the coordination of implementation of the CAADP agenda.	BFS	6	2019
Facilitation of multi-stakeholder advisory committees (MSACs) in three countries to support the improvement of value-chain related policy dialogue to increase private sector investment in agriculture.	BFS	2, 4, 5	2019
Launch of an online community of practice for the CAADP Peer-to-Peer Network to exchange ideas, facilitate learning, and strengthen networks for peer review for CAADP implementation.	BFS	6	2019

Milestone	Mission	Policy Element	Fiscal Year
Development of a strategy and framework for an East Africa Community (EAC) Public-Private Partnership for Fall Armyworm Response that targets achieving the implementation and domestication of the EAC harmonized pesticide guidelines.	BFS	2, 5	2019
Refinement of Institutional Architecture Assessing, Prioritization and Planning (IA-APP) toolkit and pilot testing through country-level workshop; IA APP workshop in Uganda.	BFS	2, 4, 5, 6	2019
Strategic support to and participation in the CAADP Partnership Platform Meeting as continental dialogue platform for CAADP implementation.	BFS	6	2019
Capacity enhanced for Intergovernmental Authority on Development (IGAD) through trainings and guidance development, toward the realization of goals outlined in the five-year business plan for "IGAD Land Governance" and associated expansion of the IGAD land governance team.	BFS	2	2019
Effective platform established at the regional level in the Common Market for Eastern and Southern Africa (COMESA) region for seed sector actors to dialogue, coordinate and harmonize policy based on evidence-based recommendations and learning.	East Africa Regional	3, 4	2018
Effective platform established at the regional level in the COMESA region for seed-sector actors to dialogue, coordinate, and harmonize policy based on evidence-based recommendations and learning.	East Africa Regional	3, 4	2019
Joint Agriculture Inter-Governmental Secretariat (JAS-IGS) is functional and is serving as an effective coordination platform between national and subnational level to ensure that agricultural programs, project, policies are harmonized. Through the JAS-IGS, both levels of government were engaged to develop Kenya's Agriculture Sector Transformation and Growth Strategy (ASTGS) and the National Agriculture Investment Plan (NAIP).	Kenya	2	2018
The AgCK performed the following key functions as an apex body to facilitate high levels of participation from private sector value chain actors, youth and farmer groups in Kenya's NAIP/ASTGS development process: coordinating NSA at various levels, organizing them along specific value chain segments, gathering feedback on relevant issues, representing them to communicate their needs and priorities. Performing these key roles in the policy reform system demonstrates that AgCK has improved capacity to serve as a functional non-state actor apex organization at the national level.	Kenya	3	2018

Milestone	Mission	Policy Element	Fiscal Year
The Agriculture Rural Development Donor Group (ARDDG) developed a donor investment mapping tool, which mapped all donor investments in the agricultural sector against the various Government of Kenya (GoK) agriculture priorities. This is improving the delivery of needs-based assistance and donor alignment to country priorities. The ARDDG is now serving as a functional and effective platform to enhance a shared vision, trust and open communication between government and donors on food security priorities.	Kenya	6	2018
Improved platforms for joint planning and coordination for resilience priorities has been established at national and county levels through the Partnership for Economic Growth and Resilience (PREG) partnership. This is leading to improved efficiency, better alignment and trust between government and donors to implement resilience priorities.	Kenya	6	2018
Facilitation of an inclusive process (NSA and government) that engaged both subnational and national levels of government to roll-out Kenya's Agriculture Sector Transformation and Growth Strategy (ASTGS).	Kenya	2, 3, 4	2019
Inclusive launch of the 2019/2020 Biennial Review process, which will serve as a mutual accountability mechanism for CAADP in Kenya.	Kenya	6	2019
A strong and technically-robust Joint Sector Review (JSR) process was conducted in Senegal for the third consecutive year. Chaired by the Ministry of Agriculture and Rural Equipment (MAER), the JSR served as an effective platform for key stakeholders to review achievements of the previous year, critically assess challenges encountered across the agriculture sector, and to make recommendations for the upcoming year.	Senegal	6	2018
Senegal's second generation National Agriculture Investment Plan was developed and technically validated by the Ministry of Agriculture and Rural Equipment (MAER) with constructive input from producer groups and civil society actors. A functional platform organized and consolidated feedback from NSAs, articulated a coordinated proposal to contribute to monitoring the implementation of the NAIP 2.0 and defined the role they intend to play to influence policy change around water, land, forest, and fishing to ensure food security and sustainable development.	Senegal	2, 3	2018
The Bureau Operationnel de Suivi du Plan Senegal Emergent (BOS/PSE) is collecting and analyzing timely data from across Ministries to monitor specific and operational indicators for each PSE activity under implementation. Performing these key roles in the policy reform system demonstrates that BOS has improved capacity to serve as a functional feedback loop adaptive management and improved implementation of the PSE.	Senegal	4, 5	2018

Milestone	Mission	Policy Element	Fiscal Year
The first General Assembly of the West African Regional Mango Alliance (WARMA) was held, which included 32 participants representing public and private sectors from the eight countries in the region. Participants at the meeting validated the WARMA constitutional rules and procedures, elected the permanent Executive Board and developed a roadmap identifying priority actions to implement. The WARMA is serving as a function platform at the regional level in the West Africa for actors in the mango value chain to dialogue, coordinate and harmonize policy based on evidence-based recommendations and learning.	Senegal	3, 4	2018
The Ministry of Agriculture and Rural Equipment (MAER) collectively endorsed recommendations provided by Africa Lead and began implementing an action plan to develop a monitoring and evaluation (M&E) and knowledge management platform to improve information sharing, communication and access to shared databases within the Ministry.	Senegal	4	2018
Improved leadership and change management capacity enabled Cellule de Lutte contre la Malnutrition (CLM) to better coordinate with other government departments in the development of the second generation NAIP. As a result of more effective intragovernmental, multisectoral coordination, the NAIP reflects now reflects both nutrition and agriculture priorities.	Senegal	2	2018
The Direction de l'Appui au Secteur Privé (DASP) within the Ministry of Economy and Finance now has a functional M&E system, which is serving a model for other institutions. Improved M&E capacity is enabling DASP to better identify business friendly reforms and play a constructive, evidence-based role in platforms for public-private dialogue.	Senegal	4, 5	2018
Improved platforms for joint planning, and coordination for resilience priorities has been reviewed and updated at national and county levels through the Partnership for Economic Growth and Resilience (PREG) partnership. This effort is leading to improved efficiency, better alignment, and trust between government and donors to implement resilience priorities.	Kenya	2, 5, 6	2019
A strong and technically-robust JSR process was conducted in Senegal for the fourth consecutive year. Chaired by the Ministry of Agriculture and Rural Equipment (MAER), the JSR served as an effective platform for key stakeholders to review achievements of the previous year, critically assess challenges encountered across the agriculture sector, and make recommendations for the upcoming year.	Senegal	6	2019
Senegal's second-generation National Agriculture Investment Plan was technically validated by the MAER with constructive input from producer groups and civil society actors.	Senegal	2, 3, 4	2019

Milestone	Mission	Policy Element	Fiscal Year
The Senegalese Inter-Professional Mango Association (IAMS) carried out its first-ever comprehensive evaluation of the mango production season in Senegal and held a two-day workshop to share the results. The workshop brought together different stakeholders from the mango value chain, as well as government and various private sector stakeholders, to review the past year's season, the value chain process, and operational issues to serve as lessons learned and to inform planning.	Senegal	3, 4	2019
Improved leadership and change management capacity enabled CLM to better coordinate with other government departments in the development of the second-generation National Agriculture Investment Plan (NAIP). As a result of more effective intragovernmental, multisectoral coordination, the NAIP now reflects both nutrition and agriculture priorities.	Senegal	5	2019
Improved integration of nutrition into district development plans.	Senegal	5	2019
Improved internal governance within Ministry of Water and Sanitation to implement flagship Water, Sanitation, and Health project under Senegal's national development plan, the PSE.	Senegal	5	2019
Development and pilot testing of a collaborative programming approach in Yambio, South Sudan under the Partnership for Resilience and Recovery (PfRR)	South Sudan	3, 6	2019

Definition Reference:

Institutional Architecture: broadly refers to "the entities and processes for policy formulation and implementation"

Milestone: "positive" change that marks a significant achievement in the development of better performing, more effective policy systems and describes how the change contributes to improved policies and policy outcomes within a GFSS country or regional plan

Food Security Policy: Includes policies that affect food security, such as policies in agriculture, nutrition, social safety nets, etc.

IA Policy Elements:

1. Policy Element 1: Predictability of Guiding Policy Framework
2. Policy Element 2: Policy Development and Coordination
3. Policy Element 3: Inclusivity and Stakeholder Consultation
4. Policy Element 4: Evidence-Based Analysis
5. Policy Element 5: Policy Implementation
6. Policy Element 6: Mutual Accountability

Financial Report

At this time of this report, Africa Lead is active and incurring costs. The report below reflects actual invoiced costs as of the close of FY19 with projections through the close of project on December 31, 2019. A final financial report will be provided separately after the close of the project.

Cost Element	Approved Budget Amount (per Mod 30)	Actual Invoiced	3 Month Projections	TOTAL (invoiced/ Projected)	Remaining Approved Budget
		thru 09/30/2019	10/1/2019 – 12/31/2019	10/1/2013 – 12/31/2019	As of 12/31/2019
Direct Costs	$ 70,990,760	$ 60,490,201	$ 2,737,479	$ 63,227,680	$ 7,763,080
Indirect Costs	$ 21,807,998	$ 20,867,354	$ 736,740	$ 21,604,094	$ 203,904
Grants	$ 2,200,000	$ 1,785,576	$ 11,225	$ 1,796,800	$ 403,200
Total	$ 94,998,758	$ 83,143,131	$ 3,485,444	$ 86,628,574	$ 8,370,184

Obligated Funding	
Obligation as of Mod 30	$ 86,837,920
Total Invoiced/Projected 10/1/2013 – 12/31/2019	$ 86,628,574
Remaining Obligation as of 10/1/2019	$ 209,346
Remaining Obligation Percentage	0%

Africa Lead supported the 2016 International Rural Women's Day celebration in Ghana - an annual celebration that honors rural women for their contributions to reducing hunger and poverty in Ghana.

Members of the Moruese community in Kenya's arid Turkana County.

Africa Lead is Feed the Future's primary capacity building program in sub-Saharan Africa.
Feed the Future (FTF) is the U.S. Government's global hunger and food security initiative.

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