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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
- **122** food security events held
- **5,342** individuals engaged in food security policies or programs
- **915** individuals trained

**Female**
- 30% female
- 64% male
- 6% not disclosed

**Male**
- 35%
- 65%

**Key Partners**

- 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
- Consumer Unity and Trust Society, Centre for Int'l. Trade, Economics and Environ.
- Kericho Dairy Development Organization (KDDO)
- Development Partners Coordination Group (DPCG)
- National Potato Council of Kenya (NPCK)
- Sugar Campaign for Change (SUCAM)
- Ministère de l'Agriculture et de l'Equipement Rural (MAER) - Senegal
- Ministry of Agriculture and Irrigation (MoAI) - Kenya
- African Fertilizer and Agribusiness Partnership (AFAP)
- Institute for People, Innovation & Change in Organizations (PICO)
- 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 (CNCCR)
- Agro-Industrial Development Project (ADP)
- Common Market for Eastern and Southern Africa (COMESA)
- Intergovernmental Authority on Development (IGAD)
- 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


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 led to refinements of the toolkit. Even as the toolkit was being improved, it was clear that it was a powerful tool to facilitate a 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 Awolowo 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.
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

208 Private sector, community, & farmer organizations supported

61 food security events held

1,727 individuals engaged in food security policies or programs

Female: 29%
Male: 71%

Key Partners

- The African Seed Access Index (TASAI)
- 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)
- Seed Traders Association of Kenya (STAK)
- 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 Africa.
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.
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
- **160 food security events** held
- **4,070 individuals** engaged in food security policies or programs
- **1,110 individuals** trained

**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

**Key Partners**

- Tegemeo Institute
- Agriculture Rural Development Donor Group (ARD DG)
- Arid and Semi-Arid Land Donor Group (ASAL DG)
- Bomet County Government
- Ministry of Agriculture and Irrigation (MoAI)
- Ministry of Agriculture Livestock and Fisheries (MoALF)
- National Drought Management Authority (NDMA)
- Taita Taveta County Government
- African Seed Trade Association (AFSTA)
- Agricultural Council of Kenya (AgCK)
- Joint Agriculture Sector Consultation and Cooperation Mechanism (JASCCM)
- PREG Partners

**Gender Distribution**

- **Female**: 25%
- **Male**: 75%

**Support by Sector**

- Research/university/school: 30%
- Public sector/government: 70%
- Non-state actors: 25%
**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 collaboration 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
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.

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.
Tanzania

**Fiscal Years 2014 - 2019**

**IN REVIEW**

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.

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

**4.6 M**

**57**

**185**

organizations engaged in policy dialogue platforms

local government authorities engaged in the rollout of Tanzania’s Agricultural Sector Development Program 2 (ASDP-2)
Key Results

- **610** organizations supported
- **42** food security events held
- **2,402** individuals engaged in food security policies or programs
- **681** individuals trained

**Key Partners**

- **Academic**
  - Sokoine Uni. Graduate Entrepreneurs Coop. (SUGECO)
  - National Network of Small-Scale Farmers Groups in Tanzania (MVIWATA)
  - Tanzanian Horticultural Association (TAHA)

- **Community-based Org.**
  - Arusha District Council
  - Iringa Municipal Council
  - Kilosa District Council

- **Government**
  - Mvuga 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.
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,

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

- **38** Public sector/government
- **30** Research/university/school
- **2** Non-state actors

87% Male
13% Female

Key Partners

- Partnership for Recovery and Resilience (PfRR)

Africa Lead Support

- Facilitation
- Institutional Architecture Improvement Planning

Working Group
**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 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 Yi). 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.
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
- 29 food security events held
- 1,004 individuals engaged in food security policies or programs
- 195 individuals trained

Key Partners

- Economic Community of West African States (ECOWAS)
- ECOVAS 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’Africaine de l’Ouest (ROPPA)
- West and Central Africa Council for Agricultural Research and Development (WECARD)

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)  

April 2016 DRC Champions for Change Leadership short course participants.

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.
- 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)
Key Results

- **132** organizations supported
- **311** individuals engaged in food security policies or programs
- **21** food security events held
- **172** individuals trained

**Key Partners**

- **Academic**
  - Collège Agriculture et Développement Rural
  - Commission d’Elaboration des Mesures... (CEMALA)
- **Government**
  - 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
In Ghana, Africa Lead carried out foundational work to 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

**Private sector, community, & farmer organizations supported**
- 608 organizations
- 33% Female
- 67% Male
- 76% Male

**Key Partners**
- **Academic**
  - Resilient Africa Network - West Africa Resilience Innovation Lab
  - University of Cape Coast (UCC) Department of Fisheries... (DFAS)
  - University of Ghana (UoG)
  - West Africa Resilience Innovation Lab
  - The Beige Foundation (TBF)
  - 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 (SRIDA)
  - Agricultural Advisory Services Network, Business... (BADECC)
  - Fisheries & Aquaculture Alliance Network, Inland Culture... (ICFAG)
  - The Ghana Livestock Development Network (GLIDEN)
  - Women in Agribusiness Network Ghana (WIANG)
- **Donor Working Group**
- **Farmer Organization**
  - Farmers Organization Network in Ghana (FONG)
- **Government**
  - Ministry of Food and Agriculture (MoFA)
- **NGO**
  - National Farmers and Fishermen Award Winners Association (NFFAWAG)
  - National Beekeepers Association
- **NSA Network**
  - Farmers Organization Network in Ghana (FONG)
  - Ministry of Food and Agriculture (MoFA)
  - National Farmers and Fishermen Award Winners Association (NFFAWAG)
  - Savanna Agricultural Research Institute (SARI)
  - Savannah Integrated Rural Development Aid (SRIDA)
  - Agricultural Advisory Services Network, Business... (BADECC)
  - Fisheries & Aquaculture Alliance Network, Inland Culture... (ICFAG)
  - The Ghana Livestock Development Network (GLIDEN)
  - Women in Agribusiness Network Ghana (WIANG)
  - Cluster Farming Holding
  - Eden Tree Limited (ETL)
  - Farmerline
  - Finexport
  - Growth Mosaic
  - Integrated Water & Agricultural Development (IWAD) - Ghana
  - Joeleopan
  - MDF West Africa
  - Samba Foods
  - World Cocoa Foundation
  - National Beekeepers Association
- **Private Sector**
- **Trade and Business 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 a 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.
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**
- **12 food security events held**
- **223 individuals engaged in food security policies or programs**
- **60 individuals trained**

### Key Partners
- **Government**
  - Bureaux de Strategie et de Developpement (BSD)
  - Ministry of Industry, SMEs, and Private Sector Promotion
  - Ministry of Trade
- **NSA Network**
  - Plateforme de Concertation du Secteur Prive Guineen (PCSPG)

### Africa Lead Support
- Coordination for National Agriculture Investment Plan
- Policy Coordination
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 Results Based Management (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**
- **16 food security events held**
- **497 individuals engaged in food security policies or programs**
- **345 individuals trained**

- **89** Private sector, community, & farmer organizations supported
- **33% Female, 67% Male**
- **39% Female, 61% Male**

**Key Partners**

- 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 practice of entrepreneurship, business plan development, 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.
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

**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 Improvement/Planning
- Leadership and Management Training
- M&E Training
- Organizational Development
- Policy Coordination
- Strategic Development
- Support for Joint Sector Review
- Team Building
- Technical Assistance

**Key Partners**

- **Academic**
  - Higher Institute for Agribusiness, Cheikh Anta Diop University of Dakar
  - Mouvement Sénégalais pour le Développement (MSD)

- **Community-based Org.**
  - Agence pour la Promotion des Investissements... (APIX)
  - Bureau Operationnel de Suivi du Plan Senegal Emergent (BOS/PSE)
  - Collule de Lutte contre la Malnutrition (CLM)
  - Direction de l’Analyse, de la Prevision et des... (DAPSA)

- **Government**
  - Direction de l’Appui au Secteur Prive (DASP)
  - General Direction for Planning and Economic Policies (DGPE)
  - Ministère de l’Agriculture et de l’Equipment Rurale (MAER)
  - Ministère de l’Eau et de l’Assainissement
  - Ministère du Commerce

- **NGO**
  - Groupe de Dialogue Social et Politique (GDSP)
  - Conseil National de Concertation et de Coopération... (CNCR)

- **NSA Network**
  - Union Nationale des Commercants et Industriels... (UNACOIS)
  - Interprofession des Acteurs de la Mangue du Senegal (IAMS)

- **Private Sector**
  - West African Regional Mango Alliance (WARMA)

- **Trade and Business Association**
  - Mouvement Sénégalais pour le Développement (MSD)

**Participation by Gender**

- **Female**: 33%
- **Male**: 67%
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 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**


**Malawi**  
**IN REVIEW**  
**Fiscal Years 2016 - 2017**

With funding from USAID/Malawi, Africa 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.
In Mozambique, 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.

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.
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.

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.
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 than 100 participants from the private and public sectors as well as development partners.

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.