

# AFRICA LEAD YEAR TWO ANNUAL REPORT

OCTOBER 2014–SEPTEMBER 2015



**USAID**  
FROM THE AMERICAN PEOPLE





Cover photo: A healthy papaya fruit grown under irrigation on a farm in Karamoja, Nopak District, Northern Uganda .

Above: Passion fruits seedlings are carefully prepared in the greenhouse before transplanting, Karamoja, Uganda.



# AFRICA LEAD YEAR TWO ANNUAL REPORT

OCTOBER 2014–SEPTEMBER 2015

(INCLUDES QUARTERLY RESULTS FOR  
JULY–SEPTEMBER 2015)

Program Title:	Feed the Future: Building Capacity for African Agricultural Transformation (Africa Lead II)
Sponsoring USAID Office:	USAID Bureau of Food Security
Award Number:	AID-OAA-A13-00085
Awardee:	DAI
Date of Publication:	October 31, 2015
Author:	Africa Lead II Team

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.



# Acronyms

AUC	African Union Commission
AUC-DREA	AUC Department of Rural Economy and Agriculture
BFS	Bureau of Food Security (USAID)
BOS	Bureau Operational de Suivi (Senegal)
C4C	Champions for Change
CAADP	Comprehensive Africa Agriculture Development Program
CILSS	Comité permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel/Permanent Interstate Committee for Drought Control in the Sahel
CNC	CAADP NSA Coalition
CORAF	Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles/ West and Central African Council for Agricultural Research and Development
CTA	Confederation of Business Associations
EAC	East African Community
ECOWAS	Economic Community of West African State
FTF	Feed the Future
IAA	Institutional Architecture Assessment
IGAD	Intergovernmental Authority on Development
IFPRI	International Food Policy Research Institute
IPTT	Indicators Performance Tracking Table
IS&R	Implementation Strategy and Roadmap for Malabo Declaration
JSR	Joint Sector Review
MA	Mutual Accountability
NAIP	National Agriculture Investment Plan
NSA	Non-State Actor
OCA	Organizational Capacity Assessment
OFOR	Office des Forages Ruraux/Rural Wells Office Office (Senegal)
OPI	Organization Performance Index
PAG	Policy Advisory Group
PMP	Performance Monitoring Plan
RBM	Results Based Management
REC	Regional Economic Community
RESAKSS	Regional Strategic Analysis and Knowledge Support Systems
ROPRA	Réseau des Organisations Paysannes et de Producteurs Agricoles de l'Afrique de L'Ouest/Network of Farmers' and Agricultural Producers' Organizations of West Africa
SADA	Savanna Accelerated Development Authority
SARI	Savannah Agriculture Research Institute
SPEED	Support Program for Economic Enterprise Development (USAID)
WA	West Africa





Executive Director of the West African Civil Society Institute signing the Capacity Building Partnership agreement with Africa Lead.





# Introduction and Background

## **Africa Lead is**

Feed the Future's Building Capacity for African Agricultural Transformation Program; it supports the advancement of agricultural transformation in Africa as proposed by the African Union Comprehensive Africa Agriculture Development Program (CAADP).

## **Africa Lead contributes**

to the Feed the Future (FTF) goals of reduced hunger and poverty by building the capacity of Champions—defined as men and women leaders in agriculture—to develop, lead, and manage the policies, structures and processes needed for the transformation process.

## **Africa Lead is**

a five-year Cooperative Agreement between USAID and a DAI-led Consortium. The program runs from October 1, 2013 to September 30, 2018 and has an estimated total funding amount of \$69,998,758.

## **Consortium members include**

Winrock International, Training Resources Group, Inc. (TRG), and Management Systems International (MSI).

## **Africa Lead concentrates**

on systems change as a catalyst and connector for learning and innovations in individual leadership behavior, in institutional performance and in the policy process, and in strengthening engagement of civil society.







# Africa Lead Vision and Approach

**Africa Lead is divided into three interrelated components:**

**Component One:**

Improving Institutional Capacity to Manage Agricultural Development

**Component Two:**

Strengthening Capacity to Manage and Implement the Policy Change and Alignment Process

**Component Three:**

Promoting the Effective, Inclusive Participation of Non-State Actors (NSAs) in the Policy Process.





Africa Lead II builds on Africa Lead I's capacity building achievements to cultivate a cadre of leaders across the spectrum of agriculture, food security, agribusiness and civil society stakeholders who will champion the cause of increased innovation in agriculture, greater agricultural productivity, and greater food security. As part of a larger network and within their organizations, these leaders will, in turn, create the critical mass required to transform key policies and practices, thus breaking the cycle of weak investment, low input, low output, and poor food security status for many Africans. As shown in Figure 1, the pathway for the intended impact is straightforward.

**FIGURE 1: THEORY OF CHANGE FOR INCREASED AGRICULTURAL PRODUCTIVITY AND FOOD SECURITY**



## AFRICA LEAD VISION AND APPROACH

Africa Lead is guided by the understanding (“theory of change”) that better prioritized, designed, delivered and measured agriculture policies, programs and enterprises in Africa will lead to greater agricultural productivity and food security.

Policy consists of laws, regulations, and administrative actions that are formulated to direct and induce actions in pursuit of long-term goals. Policy includes the approaches, processes, and activities that are coordinated to achieve the policy objectives. Effective policy formulation and institutionalization is constructed with building blocks to achieve impact at scale, which together they can have greater impact on reducing hunger than has been seen before.<sup>1</sup>

Realizing these improvements requires stronger, more results-oriented public and private organizations (institutional architecture), led by Champions—motivated, skilled, visionary team leaders and change agents—for food security. It requires clear and publicly accessible policy agendas that are subject to testing by evidence derived from various stakeholders. And it requires an open process by which stakeholders from across the agriculture spectrum are provided space to interact with one another and engage the government with articulated and evidence-derived positions with respect to existing and potential policies.

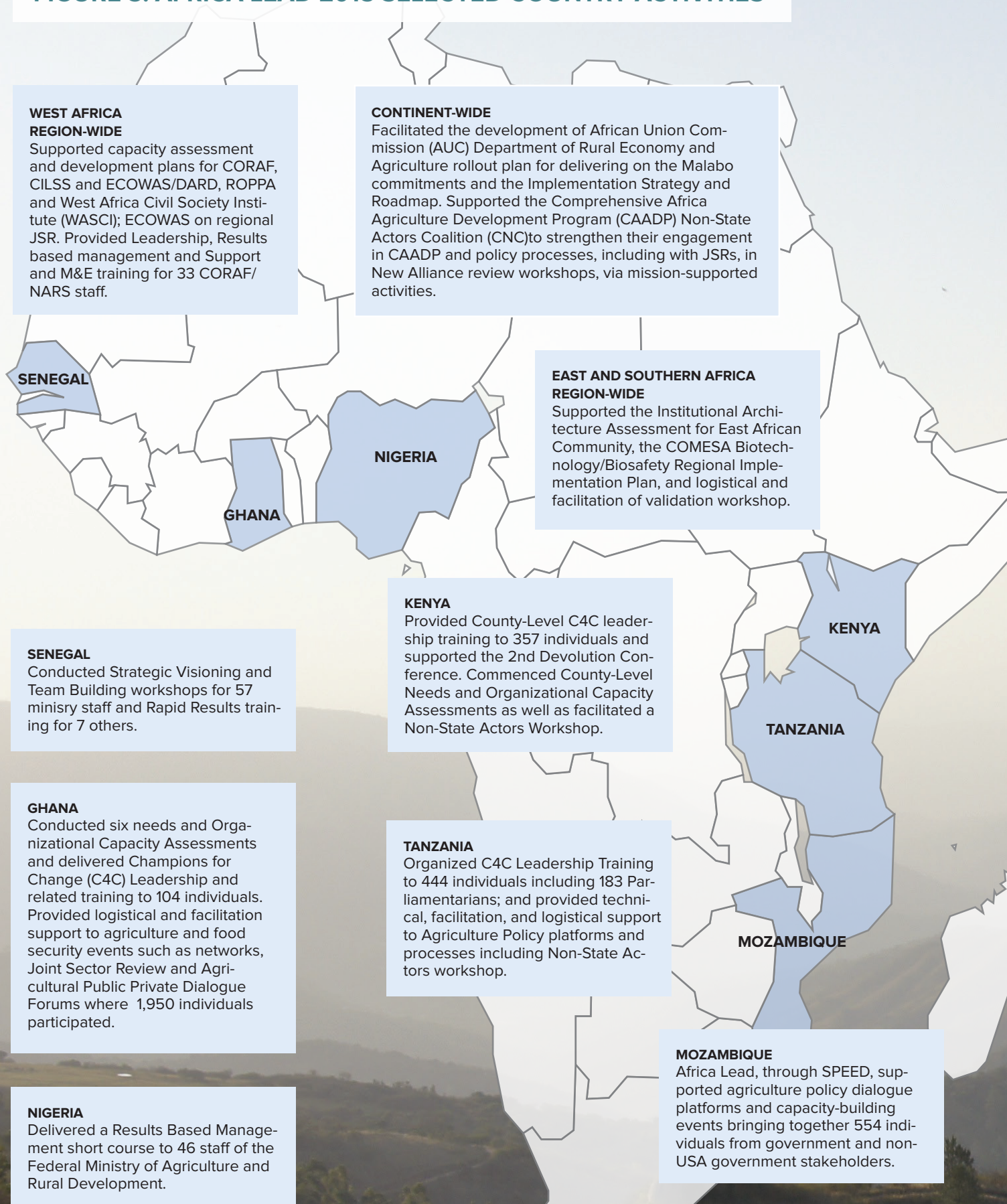
The Bureau of Food Security at USAID has established three priority areas of agriculture policy change: changes in policies themselves, changes in systems to formulate and implement policy changes, and laying the foundations for the next generation of policy change. The second one, systems change, is most pertinent to Africa Lead.

<sup>1</sup> Source: USAID's Feed the future policy overview.





**FIGURE 3: AFRICA LEAD 2015 SELECTED COUNTRY ACTIVITIES**







Overhead irrigation infrastructure in Northern Rwanda.





New Alliance and Grow Africa  
Validation Workshop, Côte d'Ivoire.



# Executive Summary

## Structure of the Annual Report

Africa Lead II (hereinafter referred to as “Africa Lead”) is a program dedicated to supporting and advancing agricultural transformation in Africa as proposed by the African Union Comprehensive Africa Agriculture Development Program (CAADP). Simultaneously, will contribute to the Feed the Future (FTF) goals of reduced hunger and poverty by building the capacity of Champions—defined as men and women leaders in agriculture—to develop, lead, and manage the policies, structures and processes needed for the transformation process.

This Year Two summary of Africa Lead covers the Program’s major accomplishments and outputs from October 2014 through September 2015. To deliver the core objectives of Africa Lead’s work, activities with our governmental and nongovernmental partners cluster along three service areas. “Capacity Development Services,” are the support and training that Africa Lead’s provides partners to improve institutional capacity to manage agricultural development (Component One) and promote the effective, inclusive participation of non-state actors in the policy process (Component Three). The second activity cluster, “Policy Process Services,” includes the co-facilitation, logistical support and research that Africa Lead provides our partners to strengthen their capacity to manage and implement the policy change and alignment process. The third cluster is “Knowledge Sharing Services”; it captures activities and methods that involve consultation and coordination with food security organizations that contribute to evaluating impact and sharing learning that benefits all partners.

The following Accomplishments section delves more analytically into Africa Lead’s annual accomplishments focusing on key survey results to learn from beneficiaries how the support of Africa Lead has changed behavior, improved leadership and/or positively affected the performance of organizations, systems and networks.

Throughout the report exemplary survey data and illustrative case stories further highlight Africa Lead’s Year Two accomplishments.

The report concludes with a section that addresses Africa Lead’s recent lessons learned. A discussion of indicators and Africa Lead’s progress against those indicators follows.

## CAPACITY DEVELOPMENT SERVICES

This set of accomplishments encompasses much of Component One, which aims to improve “the institutional/organizational architecture to lead African agriculture transformation operating at the highest level of effectiveness ... to assist in strengthening core competencies of the African institutions/organizations that are needed to advance the agricultural transformation. These core competencies will be achieved through a coherent plan of action that works structurally to: (1) address planning, analysis, and decision-making capacity shortcomings; (2) increase the availability, applicability, and use of high-quality evidence-based data for decision-making; and (3) deliver training and mentoring approaches that respond to the need for leaders who are willing to make tough decisions and guide the process through completion”.<sup>1</sup> Target institutions include policy-making and policy implementation government ministries, departments and agencies, non-governmental organizations, farmer-based organizations, private sector enterprises and associations, tertiary learning institutions, and research-based organizations.

Capacity Development Services include workshops and planning/preparation meetings that increase knowledge and commitment among Non-State Actors (NSA) to engage effectively in Joint Sector Reviews (where they exist) and other similar or associated policy and program design and impact review processes. Africa Lead helps to create strategic opportunities for NSAs

<sup>1</sup> USAID Africa Lead Request for Application Program Description.





to strengthen their networks, collaboration, and actions continent-wide to engage the CAADP/Malabo process at different levels.

During Year Two the major accomplishments of Africa Lead include:

## AFRICA-WIDE INITIATIVES

- Supported the official launch of the CAADP Non-State Actors Coalition (CNC) at a 2-day meeting prior to the CAADP Partnership Platform meeting in Johannesburg including training CNC members on Mutual Accountability and the Joint Sector Review process. An MoU was signed between the CNC and IFPRI/ReSAKSS in June 2015 to strengthen the participation of NSAs in mutual accountability processes/platforms.
- Signed a Letter of Agreement between the African Union Commission (AUC) and Africa Lead to formalize collaboration between Africa Lead and AUC's Department of Rural Economy and Agriculture (DREA) and leverage their respective resources to achieve impacts together.
- Provided a grant to Agribusiness in Sustainable Natural African Plant Products (ASNAPP) to sustainably scale up an agribusiness internship partnership network that would build upon the proof of concept from Africa Lead's own agribusiness internship program, the Agribusiness Leadership Program.

### ⇒ Malabo Declaration Implementation Strategy and Roadmap (IS&R)

- Facilitated the development of the Malabo Implementation Strategy and Roadmap (IS&R) 24-month rollout plan and budget parameters for review by US-AID/Bureau for Food Security (BFS), AUC/DREA, AUC's New Partnership for Africa's Development (NEPAD), Bill and Melinda Gates Foundation, the World Bank, other donors and organizations.
- Participated in the planning, design, and facilitation of 2-day Leadership Retreat for Permanent Secretaries/Heads of Ministries of Agriculture in Member States sponsored by AUC and the NEPAD Planning and Coordinating Agency (NPCA) to discuss the operationalizing of the 2014 Malabo Declaration.
- Worked with AUC/DREA on the identification and secondment of a Senior Advisor to the DREA Commissioner to support the implementation of the Malabo Declaration on Accelerated Africa Agriculture

Growth and Transformation and the integration of the Malabo Declaration into the work of the various Divisions, Units and Specialized Technical Offices of DREA; liaising and coordinating the IS&R implementation support efforts across multiple African agencies, e.g., AUC, NPCA, RECs, Country governments and technical agencies; and providing data and input into the Biennial Review that will report on progress being made in the implementation of the Malabo IS&R.

### ⇒ New Alliance Cooperation Frameworks for Agribusiness Investments

- Worked with AUC/DREA to identify and second a three-person technical team to provide support to the New Alliance and the Leadership Council to augment the capacity of the AUC/DREA in the role of permanent co-convenor of the New Alliance for Food Security and Nutrition in support of CAADP. Services requested by RESAKKS and AUC include support for production of the annual Progress Report, communications, consultations and coordination with different stakeholder groups, integration into mutual accountability processes, and enhancement of monitoring and evaluation processes to measure implementation and outcomes. The World Economic Forum is the other co-convenor of the New Alliance.

### ⇒ Clustering of Technical Teams for Greater Effectiveness

- Co-developed a capacity strengthening plan to support the creation of seven cluster teams plus a Programme Support Facility within DREA to strengthen the AUC/DREA's capacity to support the commitments made in the Malabo Declaration, the IS&R, and the Results Framework.

## EAST AND SOUTHERN AFRICA-WIDE

- Provided African Fertilizer and Agribusiness Partnership (AFAP) with technical support for the development of fertilizer platform governance documents in the East and Southern Africa region, the hiring of a short-term strategic communications expert and with logistics for a fertilizer platform-networking event.
- Agreed with USAID/East Africa to support two television shows, *Makutano Junction* and a new reality



show *Don't Lose the Plot*, to spur youth participation in agribusiness entrepreneurship among viewers in Kenya, Tanzania, Uganda via a sub-award to Mediae Co. and developed an RFP for an Impact Assessment of *Don't Lose the Plot*.

## KENYA

- Supported the Young African Leaders Initiative's (YALI) Fellowships by hosting two interns in Strategic Communications and Technical Support respectively, for a three-month term in Africa Lead's ESA office in Nairobi.

### ⇒ County-Level Needs and Organizational Capacity Assessments (OCA)

- Provided technical, facilitation and logistical support to the Bomet County capacity building workshop and Organizational Capacity Assessment (OCA).
- Facilitated, provided technical support and participated in a 2-day workshop with Taita Taveta County to develop a roadmap/plan for capacity development to implement the County Development Integrated Program.

### ⇒ County-Level Champions for Change (C4C) Leadership Training

- Conducted Champions for Change training for 28 (9 male and 19 female) Council of Governors (COG) secretariat middle level staff with the aim of strengthening the COG Secretariat to properly fulfill its mandate of creating excellence in supporting counties to implement devolution by enhancing transformative leadership competencies of staff.
- Delivered Super Champions for Change session on Leading Transformational Change in agriculture to 319 County Executive Committee members in 10 counties—Bomet, Taita Taveta, Makueni, Homabay, Meru, Isiolo, Nyamira, Kericho, Elgeyo Marakwet and Tharaka Nithi.
- Conducted Training of Trainers for C4C Leadership Training initially planned to be conducted in 26 counties but ultimately limited to 10.

## TANZANIA

- Conducted a needs assessment and made recommendations for women and youth agriculture leadership programs including Tanzania Staples Value Chain

(NAFAKA), Catholic Relief Services, Tanzania Horticultural Association, FEMINA-HIP (youth health education), Best Dialogue (private business development), and Tanzania Agricultural Youth Foundation.

- Carried out an NSA mapping design workshop designed to unearth and chart relationships among organized agriculture stakeholders in the country, and rolled out the mapping platform using input from NSAs to begin populating the interactive, computer-based map.
- Piloted the CNC-led NSA Capacity Building and Sensitization Workshop on CAADP/Malabo in conjunction with the mapping exercise.
- Supported establishment of a multi-media campaign targeting women and youth in agriculture and agribusiness which will be implemented in Year Three.

### ⇒ Champions for Change (C4C) Leadership Training

- Developed and delivered Super Champions Leadership Training for 183 Tanzanian Members of Parliament in Dodoma.
- Developed and delivered a YALI Fellows training in Dar es Salaam, including a short video production.
- Designed and delivered a 5-day customized Champions for Change leadership training for key leaders from Community-Based Organizations working with women and youth.
- Supported a refresher training and the design of the six-month follow-up evaluation of the Tanzania Training of Trainers participants.

## MOZAMBIQUE

- Trained private sector negotiators on the political economy of minimum wage negotiations as agriculture had one of the lowest increases of 5.74 percent, and the sector faced the most difficult series of negotiations prior to the new minimum wages in Mozambique coming into effect in April.

## RWANDA

- Provided technical and capacity development assistance to the Rwanda Ministry of Agriculture, MINAGRI, for investment profiling for 20 irrigation sites.
- Provided technical and facilitation support toward the toxic container recycling/disposal assessment for Rwanda.





## WEST AFRICA REGION-WIDE

### ECOWAS

- Conducted a Training Needs Assessment, an assessment report, and finalized a training plan for the Economic Community of West African States Department of Agriculture and Rural Development (ECOWAS/DARD).

### CORAF

- Facilitated and organized a 3-day Advanced Leadership and Team Building course for 33 staff of West And Central African Council for Agricultural Research And Development (CORAF).
- Designed and delivered a 6-day Monitoring and Evaluation and Results-Based Management short course for 33 national agriculture research institute regional coordinators.
- Designed and delivered a Board Governance and Management training to 16 members of the CORAF Board of Directors in continuing performance strengthening support.

### CILSS

- Facilitated an M&E workshop in Ouagadougou, Burkina Faso, for the Permanent Interstate Committee for Drought Control In The Sahel (CILSS) including provision of technical assistance and training on the set up, customization and operationalization of the Catalyst to Development proprietary “Paradox Box” M&E platform. Also reviewed their CILSS Progress Report.
- Helped finalize a draft of the CILSS 2015–19 Operational Plan.
- Presented findings and recommendations of Institutional Development consultant to CILSS at the CILSS Executive Secretaries retreat in Ouagadougou, Burkina Faso as part of ongoing performance improvement support to this key regional agriculture and food security organization seeking to redefine and strengthen its role in the region.
- Met with the “Doyen de la Faculté des Sciences et Techniques”, to explore possibilities of cooperation between Africa Lead and the Université Cheick Anta Diop de Dakar’s newly created Institut Supérieur d’Agriculture et d’Entrepreneuriat” (Agriculture and Agribusiness Institute).

- Finalized capacity development plans for CORAF, CILSS and ECOWAS.
- Recruited and selected five candidates for the Young African Professional Internship program respectively, three for CORAF/WECARD and two with ECOWAS/DARD.
- Launched a partnership with the West Africa Civil Society Institute (WACSI) for capacity building of Africa Lead Champion networks.
- Finalized Network of Farmers’ and Agricultural Producers’ Organizations of West Africa (ROPFA) Assessment Report conducted by Africa Lead in June 2014.

## GHANA

### ⇒ Needs and Organizational Capacity Assessments (OCA)

- Facilitated and organized an OCA workshop for the Savanna Accelerated Development Authority (SADA) to help ensure that this key organization for development of Northern Ghana’s agriculture sector can reach peak performance.
- Conducted rapid capacity assessments for the Agribusiness Unit of the Ministry of Finance and Economic Planning (MOFEP) and the Ghana Commercial Agricultural Program for the development of capacity building plans for these institutions.
- Facilitated individual OCA workshops for: (1) Heritage Seeds Company, (2) Inlands Culture Fisheries Association of Ghana (ICFAG), and (3) Ghana National Association of Farmers and Fishermen. Subsequently followed up with all three to discuss progress since the completion of their OCA.
- Facilitated OCA workshop for the Ghana Agricultural Associations Business and Information Center, an apex agriculture association, at the request of International Fertilizer Development Center/Agriculture and Trade Program.

### ⇒ C4C Leadership and Other Training

- Delivered a Board Governance short course to 25 management members of ICFAG.
- Delivered a Leadership and Change Management short course to 17 MOFEP Real Sector Division staff in Ghana, with particular focus on the Agribusiness Unit.
- Provided Champions for Change Women in Agriculture Leadership training to 67 women leaders from



various agribusinesses, NGOs and the public sector in Ghana

- Designed and delivered a Grant Proposal Writing workshop to 53 Food Security Champions for Change (alumni of C4C Leadership Training) and issued an Annual Program Statement calling for grant applications.

### ⇒ Organizational Development Support

- Facilitated an Action Planning and Budgeting meeting with Ghana SADA management.
- Facilitated a workshop for Savanna Agriculture Research Institute (SARI) on the development of their first year workplan.
- Provided technical assistance to the University of Ghana to develop their annual workplan to improve agricultural productivity and food security in the context of economic policy management.
- Supported the establishment of 11 Champions for Change Networks in Ghana and signed partnering MOUs with each.
- Facilitated and organized a women empowerment in leadership and decision making conference in the Brong Ahafo Region of Ghana for 923 farmers, of whom 897 were women, involved in agriculture and agribusiness.
- Hosted inaugural events for two Champions for Change networks: a kick-off for the Africa Lead Fisheries Network in Accra, Ghana, and a pricing and planning workshop for the Seed Producers Association of Ghana.

## SENEGAL

- Participated in a technical meeting with Private Sector Support Directorate to deepen understanding of the needs especially for the Public Private Partnership department
- Designed and facilitated a Strategic Visioning and Team Building workshop for 26 managers and staff of the newly formed rural water authority, Office des Forages Ruraux.
- Provided technical assistance to Investment Promotion Agency for the design of regional investment platforms to draw in and sustain investments into agriculture and agribusiness.

- Worked with Ministry of Agriculture Directorate for Analysis, Forecasting, and Agricultural Statistics for the development of the scope of works for the components of the Joint Sector Review.
- Conducted a training needs assessment for 16 staff of Senegal's Bureau Operational de Suivi (BOS), which is responsible for coordinating and tracking progress of the national Plan Sénégal Émergent (PSE).
- Designed and delivered a 3-day Strategic Development and Team Building leadership course to 31 managers and staff members of BOS/PSE as part of overall capacity development support to Senegal's agribusiness investment promotion apparatus.
- Conducted a Results Framework workshop for the BOS in support of their continuing efforts to streamline and focus their work and that of the other ministries, departments and agencies involved in implementing the PSE.

## NIGERIA

- Delivered a Monitoring and Evaluation Systems Operationalization/Results Based Management short course to 46 staff of the Knowledge Management unit of the Federal Ministry of Agriculture and Rural Development.

## POLICY PROCESS SERVICES

The 10-year CAADP retrospective report concedes that at the continental, regional, and national levels, the policy-enabling environment has not received the attention required for sustained agriculture sector growth. Indeed, in a review of Feed the Future (FTF) progress-to-date, the United States government noted that greater emphasis on food security “policy” was needed to catalyze the implementation of CAADP Compacts and National Agriculture Investment Plans (NAIPs).<sup>1</sup>

The overarching goal of services in support of policy platforms (aligning with Component Two) is to strengthen the capacity of government, business, and civil society leaders to manage the policy process and thus enhance the impact of agriculture and food security investments.

<sup>1</sup> For more information, please see CAADP 10-year retrospective: <http://pages.au.int/sites/default/files/CAADP-ADWG%20REPORT-EXECUTIVE%20SUMMARY.pdf> and 2014 FTF Progress Report: [http://www.feedthefuture.gov/sites/default/files/resource/files/2014%20Feed%20the%20Future%20Progress%20Report%20\(3\).pdf](http://www.feedthefuture.gov/sites/default/files/resource/files/2014%20Feed%20the%20Future%20Progress%20Report%20(3).pdf)



Our team's approach to facilitating policy reform and alignment is based on USAID's three-pronged conceptualization of a functional policy system: (1) setting the policy agenda; (2) leveraging an institutional architecture underpinned by conceptualization of a functional agriculture and food security policy; and (3) activating mutual accountability commitments through Joint Sector Reviews (JSR) and other multi-stakeholder forums.

Key accomplishments during the year include:

### **CONTINENT-WIDE AND AFRICAN UNION COMMISSION-RELATED**

- Organized the Aflatoxin Steering Committee Consultative Roadmap meeting in Kigali, Rwanda.
- Coordinated with International Food Policy Research Institute Regional Strategic Analysis and Knowledge Support Systems (IFPRI/RESAKSS), USAID/BFS, and Africa Lead to discuss options for supporting the 10 New Alliance Validation workshops.
- Developed a detailed rollout plan for AUC Department of Rural Economy and Agriculture (DREA) on six urgent action elements to ensure that Malabo commitments and the Implementation Strategy and Roadmap (IS&R) will be achieved by 2025.

### **➡ Agriculture Joint Sector Reviews (JSR) for Mutual Accountability**

- Hosted AUC/IFPRI JSR Planning for 2015, a key instrument for supporting mutual accountability and implementing the CAADP Result Framework, for USAID and other implementing partners in Ghana and guided follow-through planning and implementation.
- Identified facilitators and supported the design and implementation of work planning for the JSR Assessments with RESAKSS in eight of the eleven countries committed to undertaking the assessments.
- Provided updates, orientation and training to regional facilitators for the IFPRI/RESAKSS-led JSR Assessments conducted in 11 countries—Benin, Burundi, Côte d'Ivoire, Democratic Republic of Congo, Kenya, Mali, Niger, Swaziland, Togo, Uganda and Zambia—and completed summary report on action plans to strengthen JSR arising from joint IFPRI-Africa Lead assessments.

### **EAST AND SOUTHERN AFRICA-WIDE, INCLUDING COMESA AND EAC**

- Developed a coffee sector strategy and project appraisal document for Burundi in conjunction with World Bank and USAID/East Africa.
- Provided technical assistance to finalize the Institutional Architecture Assessment for agriculture policy making in the East African Community (EAC), including consultation with Burundi on its report.
- Helped the COMESA (Common Market for Eastern and Southern Africa) Alliance for Commodity Trade in Eastern and Southern Africa (ACTESA) complete the COMESA Biotechnology/Biosafety Regional Implementation Plan and provided logistical and facilitation support for the validation workshop on the use of modern biotechnology in agriculture in Addis Ababa.

### **KENYA**

- Designed and delivered a presentation on Agricultural Transformation and Food Security at the 2nd Annual Devolution Conference in Kisumu, which is held to review the progress of development in all 47 counties in the country.
- Convened meeting with representatives of RESAKSS, USAID/Kenya and Tegemeo Institute to consolidate work on the Kenya IAA and approach for engaging national and county governments.
- Supported continental non-state actors coalition, CNC, and Kenyan non-state actor stakeholder groups working in agriculture to undertake an NSA sensitization workshop on CAADP, the Malabo Declarations and Kenya's NAIP, which was attended by 51 NSA representatives.

### **TANZANIA**

- Provided technical, facilitation and logistical support for the Annual Agriculture Policy Conference in Dar es Salaam.
- Participated in Tanzania Policy multi-stakeholder Analysis Group (PAG) meeting to prioritize and align policy issues with the New Alliance on Food Security and Nutrition to strengthen the policy process for agriculture and food security.
- Regularly participated in the Bi-Monthly PAG Breakfast Meeting.



## MOZAMBIQUE

- Improved (through SPEED Program) evidence-based policy reform in Mozambique on local agricultural content sourcing provisions for industry procurement, especially by the extractives sector; the political economy of minimum wage negotiations; and the current tariff structure and legal framework of the electricity sector in order to facilitate business planning around power cuts.
- Helped Mozambique's National Seed Dialogue Platform develop and present its draft strategic plan to liberalize the seed market to the National Agrarian Research Institute, part of the Ministry of Agriculture and Food Security.
- Analyzed impacts of extralegal barriers particularly on SMEs in the agriculture sector building on prior studies on the impact of employment of foreigners and the competitiveness of Mozambique's labor market; report to be disseminated in Q1 FY16 with a view to reforming the rules applying to immigration and employment of foreigners.
- Produced preliminary study to gauge progress toward meeting existing commitments related to trade facilitation documentation and procedures under the Trade Protocol of the Southern African Development Community (SADC), and future commitments related to the WTO's Trade Facilitation Agreement (TFA) and the East African Tripartite Free Trade Area intended to inform discussions about Mozambique's potential accession to the TFA and to assist the Ministry of Industry & Commerce in developing a work plan with other stakeholders in order to achieve this.
- Audited existing legal framework for the Ministry of Land and Rural Development and made recommendations for reform on land policy and management to improve the economic use of land related to work in the areas of seeds, fertilizers, and key to the National Land Forum scheduled for early FY16 to meet New Alliance goals and Letter of Intent companies in the Business Advisory Working Group.
- Supported Confederation of Business Associations' (CTA) new Executive Director with shared salary costs until the organization secured additional funding and actively engaged CTA to push forward important legislative reforms and in developing an improved model for Public-Private Dialogue as well as advocating for reform to public participation in the legislative process.

## WEST AFRICA REGION-WIDE

### ECOWAS

- Participated in a Strategic Planning meeting at the request of the ECOWAS Commission, in support of its first regional JSR, to better grasp challenges to the sector and provide capacity building support to the NSAs involved.

### GHANA

- Co-facilitated the Agricultural Public-Private Dialogue Forum workshop in collaboration with the Ghana Agricultural Policy Support Project.
- Provided facilitation and rapporteur support for the Ghana Agriculture and Food Security JSR as a continuing effort to strengthen mutual accountability in the sector.

### SENEGAL

- Participated in JSR Senegal planning meeting hosted by the Directorate for Analysis, Forecasting, and Agricultural Statistics to develop a roadmap for the national JSR.

## KNOWLEDGE SHARING SERVICES

Key activities included:

### CONTINENT-WIDE AND AFRICAN UNION COMMISSION-RELATED

- Participated in final design meetings on Permanent Secretaries/Heads of Ministries Leadership Retreat on Operationalizing the Malabo Declaration meeting with AUC, NEPAD in Nairobi. Provided technical support during the Permanent Secretaries meeting.
- Provided logistical and technical support to AUC at the Second Agribusiness Summit in Kigali, Rwanda and the Malabo Declaration Validation Summit in Addis Ababa, Ethiopia.
- Participated in discussions on Malabo implementation strategies with two senior AUC/DREA representatives and USAID/BFS, Bill and Melinda Gates Foundation and IFPRI during a high level working mission to the U.S. in June.
- Met with AU and NEPAD on design of the July 15 Resource Mobilization Roundtable for CAADP, a





side meeting during the Third International Conference on Financing for Development.

- Collaborated with the Knowledge-Driven Agricultural Development (KDAD) project on the design and delivery of three major policy-related sessions: Policy Systems Overview/Setting the Policy Agenda, Mutual Accountability, and Institutional Architecture Assessments presented during a new 5-day Agriculture Policy training course to the USAID/BFS Policy Team; designed training module on “Institutional Architecture Assessment Process” for USAID Food Security Policy training course.
- Supported the Consultation Process among CAADP Countries, RECs and Non-State Actors on the Malabo Declaration IS&R including supporting the Validation Workshop on IS&R of the Malabo Declaration in Addis Ababa.
- Facilitated NSA/CNC representatives to take part in the annual RESAKSS conference held in Addis Ababa in September.
- Provided technical support during the CAADP Partnership Platform meeting in Johannesburg, South Africa including participation in drafting and developing the official communiqué that was presented during the last session of the meeting.
- Developed new knowledge products including printed materials such as an Africa Lead West Africa newsletter, banners and brochures, and adding a rolling update space to the Africa Lead website to accommodate news bulletins and teasers for fuller length reports and success stories.
- Refined/revised the Africa Lead Performance Monitoring Plan (PMP) based on the lessons and experiences from the first year, which was approved by USAID in April 2015.

#### **EAST AND SOUTHERN AFRICA-WIDE, INCLUDING COMESA AND EAC**

- Co-organized and financed the Uganda NSA Sensitization Workshop whose purpose was to ensure that the organized non-governmental stakeholders in agriculture are informed about CAADP as structured under the Malabo Declaration.
- Participated in the donors’ Joint Planning Cell (JPC) Horn of Africa October learning event planning meeting with USAID/East Africa, USAID/Kenya, World Food Programme and other development partners to kick-start preparations for the Turkana and Nairobi events. Provided design, logistics,

implementation and follow-up support for the JPC meeting in Uganda to coordinate actions of donors along the broad spectrum of work in the Horn of Africa.

- Provided logistical support to African Fertilizer and Agribusiness Partnership (AFAP) by facilitating the Inaugural Consultation Meeting of the East and Southern Africa Fertilizer/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.
- Provided meeting design, logistics and facilitation for Regional Feed The Future/Trade Africa meeting held in Kampala, Uganda.
- Organized the East African Community (EAC) IAA for Food Security meeting in Kigali, Rwanda.
- Provided technical, facilitation and logistical support to the COMESA Regional Agriculture Investment Forum in Livingstone, Zambia.

#### **KENYA**

- Participated in the launch of the Machakos County, Kenya 2020 Strategy by providing an information stand with information on Africa Lead program; Machakos is a Feed The Future County.
- Facilitated and participated in a meeting in Kisumu with Western Agriculture Investment Platform attended by Governors from 13 Counties in the Western region to discuss their economic blueprint with regards to agriculture development.

#### **TANZANIA**

- Provided meeting design, logistics and facilitation for USAID/Tanzania’s Annual Development Partners meeting focused on integration, coordination and the sharing of best practices.
- Met with Deputy CEO of the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) in Tanzania to discuss Africa Lead support with design/planning of their annual conference.

#### **MOZAMBIQUE**

- Initiated (through SPEED Program) a donor agriculture sector financing tracking exercise for the AGREED (agriculture and rural development) donor working group including G8 partners as well as extended AGREED group members in Mozambique.



- Developed with CTA and Soico, the leading independent media company in Mozambique, a multimedia project called Agro.Vos with the subtitle “*Cultivar Mercado para Todos*” (Cultivating a Market for Everyone) producing feature spots, case study mini-documentaries, televised debates, audience participation through phone-ins and publication of content in print media.
- Prepared two chapters in partnership with GIZ and Mozambique’s SME promotion institute, IPEME, for their book focused on opportunities and challenges as seen by the SMEs themselves and on local content and options for Mozambique to incorporate SMEs into policy; book expected to be published in November 2015 and disseminated widely to stakeholders.
- Analyzed markets for seed and fertilizer and developed strategic plan that provides for a dialogue mechanism and a series of advocacy and awareness raising activities including dissemination of the plan and the role of seeds, the development of a national seed platform as a formal institution, as well as a proposed revision of fertilizer duties and presented findings to a broader audience including the World Bank’s Agribusiness Working Group.
- Continued to combine blogging with social media (over 124 blog posts this year) and monitor results to determine which methods of communication are effective including experimenting with WhatsApp, distributing links to recently published blogs and reports and information about upcoming events to over 500 recipients; on Facebook up to 34,000 people saw posts.
- Co-organized the fifth BAWG meeting that provided briefings on the Private Credit Bureau Law and CTA’s planned Agribusiness Conference and their impact on the 41 businesses that have signed Letters of Intent within the New Alliance/Grow Africa framework for investment with the government.

## WEST AFRICA REGION-WIDE

- Sponsored 21 participants to ROPPA Rice Value Chain Conference held in Ouagadougou, Burkina Faso.

## ECOWAS

- Provided logistical support to more than 280 participants for the High Level ECOWAS Climate Smart Agriculture Forum in Bamako, Mali, designed to discuss the climate change agriculture challenges and programs in ECOWAS member countries.

## GHANA

- Co-organized and participated in the USAID 2015 Ghana Implementing Partners meeting in Accra.
- Sponsored USAID-Financing Ghanaian Agricultural Project (FinGAP) 2015 Agribusiness Investment Summit and mentored 12 Youth C4C Champions to participate in Business-to-Business Sessions.
- Facilitated the Youth Network strategic planning and coordination meeting in Kumasi.
- Facilitated and organized International Rural Women’s Day celebration for nearly 500 women in the Brong Ahafo region.
- Facilitated and organized selected Champions for Change (C4C) Network meetings with conference venue, lunch, accommodation and transportation for participants: C4C Youth Network, C4C Women’s Agribusiness Network, Women’s Network Management Group, Agriculture Financing Network, C4C Ghana Livestock Development Network.

## NIGERIA

- Co-facilitated the Federal Ministry of Agriculture and Rural Development (FMARD) strategic planning workshop in Abuja, Nigeria and developed a draft result framework for its capacity development plan.
- Facilitated a USAID/Nigeria Economic Growth team retreat and represented USAID in a FMARD Knowledge Management workshop in Abuja, Nigeria.





Farmer watering field with watering cans, Mozambique.



# Year Two Programmatic Accomplishments

## CAPACITY DEVELOPMENT SERVICES

This set of accomplishments encompasses much of Component One, which aims to improve “the institutional/organizational architecture to lead African agriculture transformation operating at the highest level of effectiveness ... to assist in strengthening core competencies of the African institutions/organizations that are needed to advance the agricultural transformation. These core competencies will be achieved through a coherent plan of action that works structurally to: (i) address planning, analysis, and decision-making capacity shortcomings; (2) increase the availability, applicability and use of high-quality evidence-based data for decision-making; (3) deliver training and mentoring approaches that respond to the need for leaders who are willing to make tough decisions and guide the process through completion”.<sup>1</sup> Target institutions include policy-making and policy implementation government ministries, departments and agencies, non-governmental organizations, farmer-based organizations, private-sector enterprises and associations, tertiary learning institutions and research-based organizations. The inclusion of NGOs, community-based organizations and private enterprises links Component One’s organizational effectiveness with Component Three’s emphasis on strengthening this Non-State sector to collaborate, network, and engage governmental institutions. This twinned focus provides tools and opportunities for policy systems to become more organically inclusive and mutually accountable.

## INSTITUTIONAL TECHNICAL ASSISTANCE

Africa Lead’s support to Non-State Actors (NSAs) creates capacity from the ground up at a strategically wide scope. The official launch of the **CAADP Non-State Actors Coalition (CNC)** in March 2015 represents the culmination of several interventions Africa Lead has undertaken to bring this continental coalition into force strengthening the link between continental

guidance and country programs. Offering training to CNC members on Mutual Accountability and the Joint Sector Review process contributes strongly to the Mutual Accountability systems change goal. In addition to adding the identification and recruitment of a dedicated Coordinator for the Coalition, and a grant to an interim fiduciary intermediary, ACORD, Africa Lead will continue to find innovative ways to support CNC’s mandate to strengthen the ability of NSAs to play a lead role in driving the goals of the Malabo Declaration.

Africa Lead also works from the top down in stimulating policy systems change. The Program officially signed a Letter of Agreement with the **African Union Commission (AUC)** to formalize collaboration with AUC’s **Department of Rural Economy and Agriculture (DREA)** leveraging their respective resources to achieve impacts together. This set of activities contributes to all of the four systems changes considered critical for improvement in agriculture policy and programming—evidence-based planning, mutual accountability, coordination/inclusiveness and policy plans/institutional capacity. Most directly, however, they address the Policy Plans and Institutional Capacity systems change since they focus on strengthening AUC/DREA’s ability to help countries and Regional Economic Communities (REC) address their CAADP Plans, modify them in keeping with the enhanced indicators of the Malabo Declaration, and address policy and institutional actions needed to reach the CAADP Malabo goals.

AUC/DREA has a mandate to help strengthen existing New Alliance arrangements—tripartite agreements binding national governments, donors and interested agribusiness investors—and expand them to other countries. Engaging with agribusiness drives the support that Africa Lead is providing to AUC/DREA to strengthen the New Alliance. To further strengthen the AUC/DREA’s capacity to support the commitments made in the Malabo Declaration, and the accompanying Implementation Strategy & Roadmap and Results Framework, Africa Lead co-developed the establishment

<sup>1</sup> USAID Africa Lead Request for Application Program Description.





# Grassroots African Coalition Fights for Inclusive Food Policies, More Action

While millions of Africans go hungry every day, the continent has critical resources—including land, labor, and knowledge—to feed more people and employ more in agriculture. Since 2003, CAADP, an initiative of the African Union that inspired FTF’s model of country-led efforts to promote food security and nutrition, has worked to influence policies and transform agriculture. But at a 2010 CAADP meeting, attendees acknowledged that too many local stakeholders continued to be uninvolved in the process.

In March 2015, culminating a years-long drive to organize itself, the CAADP Non-State Actors Coalition (CNC) was launched, filling a critical gap by formalizing a platform to unite farmers’ groups, civil society organizations, and private sector actors. This coalition of NGOs and networks is growing, with more than 100 organizations from 45 nations identified so far. Together, they speak out in country capitals, regional economic headquarters, and beyond for policies and actions, strengthen agricultural value chains, and create jobs.

“For five years, we struggled while operating as an ad hoc group with a few colleagues sacrificing their time,” said Buba Khan of The Gambia, Interim Coordinator of the CNC and longtime agriculturalist with ActionAid. “It is a great achievement to grow from a loose group to one more structured.”

Already, the CNC has started advocating for policies that better enable farmers to increase their productivity and food security, and livelihoods. This includes advocating for investment, including from domestic resources, strategies that strengthen the roles of small-scale producers, training, and technology transfer.

For example, in July 2015, the CNC delivered a letter, to the Third International Conference on Financing for Development, held in Addis Ababa, Ethiopia. “Agriculture has the potential to create millions of jobs throughout the value chains, putting more money in the hands of the poorest and increasing standards of living,” the letter read in part. “Small-scale producers, mostly women, who depend on agriculture for primary subsistence, are driving that engine of agricultural productivity.” The letter called on world leaders and development practi-

tioners to recognize Africa’s development agenda. “It was worrying that agriculture was not even mentioned in the main document coming from the conference, and it was our role to bring that to the fore,” Kahn said.

One year before the official launch of the group, CNC’s founders presented 10 Joint Policy Recommendations on behalf of more than 120 African civil society groups at the CAADP Ministerial meeting. Policy recommendations were subsequently reflected in the Malabo Declaration commitments, which were endorsed by more than 50 African Heads of State in June 2014. Recommendations included imperatives on the quality and transparency of agricultural spending, eliminating youth and gender gaps, increasing extension and advisory services, and strengthening land rights for small-scale producers.

In the months since the launch, African (NSAs have convened workshops in Tanzania, Uganda, and Kenya to familiarize civil society organizations with CAADP and the Malabo Declaration, discuss the value these organizations can add to the agriculture sector, and initiate action plans for strengthening NSA engagement, including developing joint commitments that align to country investment plans and the Malabo Declaration targets.

To ensure its success, the CNC is focused on building its constituency, ensuring legitimate and accountable representation, attracting resources, training members, building awareness, and ensuring balanced advocacy. The U.S. Government’s Feed the Future initiative, through its Africa Lead II program, is providing direct assistance to the CNC to help strengthen its capacity to mobilize and support country-level NSA networks engaged in agriculture. This continent-wide capacity building program is working with diverse African NSAs at all levels to strengthen capacity to engage in policy formulation and implementation processes.

CNC coalition members recognize that Africans will ultimately ensure that Africa be fed, while at the same time providing jobs to a growing population. This will come, in part, by connecting farmers to value chains, creating income for farm families and related businesses, and generating jobs.

of seven cluster teams plus a Programme Support Facility within DREA and identified and seconded a Senior Advisor to the DREA Commissioner.

## CHAMPIONS FOR CHANGE TRAINING

Finding ways to sustain and institutionalize the very well received **Champions for Change Leadership Training curriculum (C4C)** has been a major objective of Africa Lead. Our work in this area contributes over time to a strengthening of capacity of individual leaders and the institutions with which they work and consequently supports the Policy Plans and Institutional Capacity systems change goal influencing institutions to act more effectively and responsibly leads to the ultimate goal of greater agricultural productivity and food security. In Year Two we continued to roll out customary and customized versions of the C4C training across five countries.

For the new county governments in Kenya Africa Lead first delivered a **“Super” Champions for Change** session to County Executive Committee members as a way of sensitizing them to the value of the training and ensuring that they would communicate the urgency of the training to their county teams. The County Executive Committee is effectively the legislative body of a county in Kenya. The Program then conducted 5-day Champions for Change training sessions in 10 Kenya counties —Bomet, Taita Taveta, Makueni, Homabay, Meru, Isiolo, Nyamira, Kericho, Elgeyo Marakwet and Tharaka Nithi—as well as for Council of Governors (COG) secretariat middle level staff.

In Tanzania, Africa Lead customized and delivered a Super Champions Leadership Training for 183 Members of Parliament in Dodoma. It also focused its attention on young Mandela Fellows returning from their Washington, D.C., YALI fellowship. For the Fellows, Africa Lead crafted a 2-day course based on a training needs assessment it conducted to build on the knowledge they acquired in the U.S.

Africa Lead further embedded the capacity of training new champions by conducting a Training of Trainers for the C4C Leadership Training to ensure there are sufficient numbers of excellent experiential trainers to roll out CAC sessions to the standards expected of Africa Lead in Tanzania, and across 26 counties in Kenya.

Another strategic activity Africa Lead launched this year is to explore possibilities of cooperation with an insti-

tution of higher learning to embed the C4C curriculum. The Program met with the Dean of the Faculty of Science and Technology of the University of Cheick Anta Diop (UCAD) in Dakar, Senegal, to consider an arrangement with the University’s newly created Institut Supérieur d’Agriculture et de l’Entrepreneuriat” (Agriculture and Agribusiness Institute). As a consequence of that meeting, UCAD is going to be the first of two likely pilots to test the process of fully inserting the Leadership curriculum into institutions of higher learning for agriculture and especially agribusiness.

The Champions for Change training is designed to have an impact on agricultural transformation primarily through the Policy Plans/Institutional Capacity systems change as stronger, more skillful leaders in agriculture pursuits will change the performance of the organizations in which they work. Africa Lead’s training helps to set the stage for the achievement of policy and institutional reforms. For example, training such as the Results-Based Management course contributes to an improved enabling environment for institutional reform by enhancing the practice of collecting data and relying on evidence-based knowledge to inform policy.

To further catalyze these change agents—and at their request—Africa Lead supported the establishment of 11 Champion Food Security Networks in Ghana and signed partnering MOUs with each. Africa Lead also supported alumni of C4C Leadership Training by conducting a Grant Proposal Writing workshop to 53 Food Security Champions for Change and has issued an Annual Program Statement calling for grant applications to fund their initiatives. In order to scale up capacity strengthening of Champion networks, Africa Lead also launched a partnership with the West Africa Civil Society Institute (WACSI) for capacity building of Africa Lead Champion networks working on various facets of agriculture and food security. Africa Lead and WACSI penned an MOU detailing the nature of the partnership.

Africa Lead’s facility in customizing leadership and change management training also led to a set of related workshops over the past year. For example, for the West and Central African Council for Agricultural Research and Development (CORAF), Africa Lead facilitated and organized a 3-day Advanced Leadership and Team Building short course for 33 staff, designed and delivered a 6-day Monitoring and Evaluation and Results-Based Management (RBM) short course for 33





International Day of Rural Women, October 2014. A cross section of rural women singing joyfully in a procession along the streets of Techiman, Ghana, as part of activities marking the Rural Womens day celebrations.



national agriculture research institute regional coordinators, and designed and delivered a Board Governance and Management training to 14 members of the CORAF Board of Directors.

The Program also delivered a Leadership and Change Management short course to Ministry of Finance Real Sector Division staff in Ghana, with particular focus on the Agribusiness Unit, a short course in Technical Writing to staff of Ghana's Ministry of Food and Agriculture, Policy Planning Monitoring and Evaluation Division (MOFA/PPMED), and a Results Based Management (RBM) short course to the Knowledge Management unit of the Federal Ministry of Agriculture and Rural Development (FMARD) in Nigeria.

Under the SPEED sub-activity of Africa Lead, the Program trained private sector negotiators on the political economy of minimum wage negotiations as agriculture had one of the lowest increases of 5.74 percent, and the sector faced the most difficult series of negotiations prior to the new minimum wages in Mozambique coming into effect in April.

During this year the Program facilitated a Monitoring and Evaluation (M&E) workshop for Permanent Interstate Committee for Drought Control in the Sahel (CILSS) in Ouagadougou, Burkina Faso. This spun off provision of related technical assistance and training on the set up, customization and operationalization of the Catalyst to Development proprietary "Paradox Box" Monitoring and Evaluation platform which systematizes the development, collection and analysis of M&E data relevant to the CILSS mission.

## NEEDS AND ORGANIZATIONAL CAPACITY ASSESSMENTS

Africa Lead's responsiveness in offering customized training derives in part from the application of assessments—both needs assessments it conducts and workshops teaching **Organizational Capacity Assessment (OCA)**, a self-assessment methodology. The OCA approach to capacity building is designed to determine areas in which to prioritize capacity strengthening and performance improvement. We support assessments that embed processes for continuous improvement. In Year 3, the Program will include greater focus on our work in support of the systems change goals of Policy Plans/Institutional Capacity systems.

Africa Lead facilitated and organized OCA workshops for several governmental organizations key to agricultural transformation across Africa. The Program continued its support of ECOWAS, in particular the Department of Agriculture and Rural Development (DARD), through conducting a Training Needs Assessment, an assessment report, and the finalization of a training plan for the Department. The Program also conducted capacity assessments for the Savanna Accelerated Development Authority (SADA), the Agribusiness Unit of Ghana's MOFEP and the Ghana Commercial Agricultural Program (GCAP) for the development of capacity building plans for these institutions.

At the request of the Governor of Bomet County, Kenya, Africa Lead provided technical, facilitation and logistical support to an OCA and capacity-building workshop to County officials. Similarly, Africa Lead facilitated, provided technical support and participated in a 2-day workshop with Taita Taveta County leadership in order to develop a roadmap/plan for capacity development to implement the County Development Integrated Program, with agriculture as an integral component.

Africa Lead also supported capacity development outside of government organizations. To better understand how to reach out to women and youth in Tanzania, Africa Lead conducted a needs assessment that involved consulting with Tanzania Staples Value Chain (NAFAKA), Catholic Relief Services, Tanzania Horticultural Association, FEMINA-HIP (youth health education). This type of direct engagement with a cross-section of partners significantly refined the effectiveness of the Program during Year Two.

In West Africa, the Program finalized the assessment report for the Network of Farmers' and Agricultural Producers' Organizations (ROPPA) based on an assessment conducted by Africa Lead in 2014. This approach was replicated with OCA self-assessment workshops the Program facilitated for: (1) Heritage Seeds Company, (2) Inlands Culture Fisheries Association (ICFAG) and (3) Ghana National Association of Farmers and Fishermen.

The Program also facilitated an OCA workshop for the Ghana Agricultural Associations Business and Information Center, an apex agriculture association that seeks to act as an information clearinghouse for all agricultural associations in the country. Drawing from priority





## SENEGAL

Senegal provides an exemplary model for how support can be tailored to meet organizational development needs. Africa Lead began a completely new program in Senegal and has gone from inception to scoping to fielding and equipping a four-person team in Dakar. This has been possible thanks to strong guidance and support from the Economic Growth Office at USAID/Senegal. Africa Lead has worked primarily with Bureau Operational de Suivi (BOS), but also with the Ministry of Agriculture, Investment Promotion Agency (APIX) and the Office des Forages Ruraux/Rural Wells Office (OFOR).

The Program participated in a technical meeting with Senegal's Direction de l'Appui au Secteur Privé/Directorate of Private Sector Support (DASP) to deepen understanding of the needs especially for the Public Private Partnership department. We designed and facilitated a Strategic Visioning and Team Building workshop for 25 managers and staff of the newly formed rural water authority, OFOR. Engagement with OFOR is timely as the new organization seeks to take the public sector management and action in the rural water sphere in a completely new, largely private sector driven, direction. Providing organizational and change management support early on is critical. The Program designed and facilitated a Rapid Results Initiative and Planning workshop for seven staff of OFOR.

Similarly, Africa Lead provided technical assistance to APIX for the design of regional investment platforms to draw in and sustain investments into agriculture and agribusiness. As these regional investment platforms get established, the Program is expected to play a role in partnership with APIX to build their capacity.

recommendations from the ICFAG OCA, Africa Lead delivered a Board Governance short course to the Association's Board of Directors and senior leadership.

These efforts empower the non-state sectors of society to engage in policy implementation that achieve CAADP goals and bring change in the systems of inclusiveness and mutual accountability.

## ORGANIZATIONAL DEVELOPMENT SUPPORT

Continuing its work in support of strengthening agricultural development in Northern Ghana, Africa Lead facilitated an Action Planning and Budgeting meeting with Ghana SADA management. The Program also facilitated a workshop for the Savanna Agriculture Research Institute (SARI) on the development of their first year workplan.

The Program also provided technical assistance to help CILSS finalize a draft of its 2015–19 Operational Plan. Additionally, with CILSS leadership considering how it might best respond to new realities in the climate change/drought field in West Africa, and considering what its relationship should be to ECOWAS, Africa Lead was asked to do a further consultation with CILSS leadership team presenting findings and recommendations at the CILSS Executive Secretaries retreat in Ouagadougou as part of ongoing performance improvement support to this key regional agriculture and food security organization seeking to redefine and strengthen its role in the region.

Africa Lead provided technical assistance to the University of Ghana to develop their annual workplan to improve agricultural productivity and food security in the context of economic policy management. Similar assistance was provided to University of Cape Coast, which had recently won a grant from USAID to build capacity of the Department of Fisheries and Aquatic Sciences to develop and provide quality and relevant education programs, research and advisory services that will sustain the management of fisheries and coastal resources in Ghana.

A critically important support the Program provided was to work with Senegal Ministry of Agriculture toward undertaking an Agriculture Sector JSR. The JSR, which took place in the last quarter of the year, involved a range of support from Africa Lead, including development of the scope of work for the different components of the JSR, and helping to facilitate the actual event for 250 participants.

## SCALING UP CAPACITY

Activities that foster innovation can scale up development of the capacity building that will propel the Policy Plans and Institutional Capacity systems change. To that end, Africa Lead concluded a competition to find

# Agriculture Young Professional Bolsters CORAF/WECARD's Communications Outreach

In less than one year, communications intern Lola Akomatsri has significantly raised the profile of a regional agriculture organization based in Dakar called Conference of African and French leaders of Agricultural Research Institutes/ West and Central African Council for Agricultural Research and Development (CORAF/WECARD).

The mission of CORAF/WECARD is to “contribute to the sustainable reduction of poverty and food insecurity in West and Central Africa through agricultural-led economic growth and improving agricultural research of the sub-region.”



Lola coordinating communications activities at a program.

Ms. Akomatsri, an Africa Lead-trained young professional Champion for Change, made it her goal to communicate that mission to as large an audience as possible.

To draw traffic to CORAF/WECARD'S website, she developed a digital newsletter, the first of its kind for the institution. She built the newsletter with information about career opportunities, interesting success stories, and recent events.

The first edition, published in July, reached more than 3,000 members of the CORAF/WECARD community, including partners, donors, and the 23 National Agricultural Research Systems (NARS). After that first newsletter, website traffic increased 6 percent the following month.

Along with the newsletter, Ms. Akomatsri is bolstering the organization's brand by redesigning its website. One of the new features will be more social media functionality.

As part of the plan to increase the reach of the institution, Ms. Akomatsri used a Facebook Forum to moderate month-long discussions around the topics of women and youth access to land in West and

Central Africa and gender mainstreaming in various sectors. The virtual conference allowed participants to share opinions, experiences, and best practices on gender mainstreaming in agricultural research and development and guide in the development of policies to improve the potential of women and youth in the sustainable transformation of the agricultural sector in West and Central Africa.

The online conference, held in French and English and under the technical supervision of CORAF/WECARD Gender Specialist Dr. Mariam Maiga, mobilized 124 subscribers from 12 countries. Nearly 75 percent of the attendees were women and 44 people actively contributed.

CORAF/WECARD Director of Research and Innovation, Dr. Abubakar Njoya, says, “Lola has provided an outstanding level of support in increasing the online visibility of the institution.” As a result of the high quality of her contributions, Ms. Akomatsri was also nominated to serve as the Vice President of the Communications Committee that will organize the upcoming 10th anniversary event for Economic Community of West African Policy (ECOWAP) in Dakar, Senegal.





an African institution that could continue to **expand agribusiness internship programs**, specifically targeting university agriculture and business school students in order to provide them the hands-on experience that students in African tertiary institutions so often lack. After an exhaustive “mini-Grand Challenges”-like competition, Africa Lead provided a grant to Agribusiness in Sustainable Natural African Plant Products to sustainably scale up an agribusiness internship partnership network that would build upon the proof of concept from Africa Lead’s own agribusiness internship program, the Agribusiness Leadership Program. We also recruited and selected seven candidates for placement with the flagship regional organizations in West Africa that Africa Lead has accompanied in their organizational development for several years. Through the Young African Professional Internship program we have placed three interns with CORAF/WECARD and two with ECOWAS/DARD.

In a similar vein, the Program organized a visit by the African Youth Network for Agricultural Transformation (AYNAT) to a demonstration farm on B-Bovid Farm in Takoradi to begin planning for a “Youth in Agribusiness” fair. Africa Lead also sponsored participation of an AYNAT leader to the 1st African Agribusiness Incubation Network Conference in Nairobi, Kenya. AYNAT’s goal was to gain information and create partnerships that would help the network establish the Youth Network Agribusiness Incubation Center in Accra.

Innovation in the form of creative uses of technology and conventional media are also capacity development services that Africa Lead delivered this year. At the request of the CNC, and as part of a continent-wide initiative to improve understanding of linkages across non-state actor stakeholders in Africa’s agriculture, the Program carried out an **NSA mapping design workshop** designed to unearth and chart relationships between organized agriculture stakeholders in Tanzania, and rolled out an experimental mapping platform using input from NSAs to begin populating an interactive, computer-based map. The dual purpose of the mapping exercise was first to get a clearer picture of how the organized stakeholders outside of government interact on questions of agricultural policy and programming, and second, to provide a way for apex groups to continue to

assess the strength of networks and their ability to make their voices heard in the policy arena.

In conjunction with the mapping exercise, Africa Lead piloted the CNC-led NSA Capacity Building and Sensitization Workshop on CAADP/Malabo. This is a prototype of a workshop the Program plans to roll out in those countries where the NSA communities are seeking such support. The contents of the workshop help participants understand the continental imperatives, to which they can then refer as they engage with government and donors.

Leveraging the broad reach of television and other forms of media, the Program has supported establishment of **multi-media campaigns** targeting women and youth in agriculture and agribusiness in Kenya and Tanzania, which will be implemented in Year Three. In a bid to massively scale up the reach of Africa Lead’s messaging on leadership and innovation in agriculture and agribusiness by using media, the Program agreed with USAID/East Africa to support two television shows, the long running *Makutano Junction* and a new reality show entitled *Don’t Lose the Plot*, both of which intend to spur youth participation in agribusiness entrepreneurship, and provided a sub-award to Mediae Co. for this effort. The Program also agree with USAID on and developed an RFP to identify and engage a research organization for an Impact Assessment of *Don’t Lose the Plot*.

## POLICY PROCESS SERVICES

The 10-year CAADP retrospective report concedes that at the continental, regional, and national levels, the policy-enabling environment has not received the attention required for sustained agriculture sector growth. Indeed, in a review of FTF progress-to-date, the U.S. Government noted that greater emphasis on food security “policy” was needed to catalyze the implementation of CAADP Compacts and NAIPs.<sup>1</sup>

The overarching goal of services in support of policy platforms (mapping to Component Two) is to strengthen the capacity of government, business, and civil society leaders to manage the policy process and thus enhance the impact of agriculture and food security in-

<sup>1</sup> For more information, please see CAADP 10-year retrospective: <http://pages.au.int/sites/default/files/CAADP-ADWG%20REPORT-EXECUTIVE%20SUMMARY.pdf> and 2014 FTF Progress Report: [http://www.feedthefuture.gov/sites/default/files/resource/files/2014%20Feed%20the%20Future%20Progress%20Report%20\(3\).pdf](http://www.feedthefuture.gov/sites/default/files/resource/files/2014%20Feed%20the%20Future%20Progress%20Report%20(3).pdf)

vestments. Our team's approach to facilitating policy reform and alignment is based on USAID's three-pronged conceptualization of a functional policy system: (1) setting the policy agenda; (2) leveraging an institutional architecture underpinned by robust policy-setting organizations and processes; and (3) activating mutual accountability commitments through Joint Sector Reviews (JSR) and other multi-stakeholder forums.

Key accomplishments during the year involved:

### **AGRICULTURE JOINT SECTOR REVIEWS (JSR) FOR MUTUAL ACCOUNTABILITY**

Africa Lead hosted the African Union Commission/International Food Policy Research Institute (AUC/IFPRI) Joint Sector Review (JSR) Planning meeting for 2015, a key step toward strengthening this Malabo-sanctioned instrument for supporting mutual accountability and implementing the CAADP Result Framework, for USAID and other implementing partners and guided follow-through planning and implementation.

In partnership with the CAADP Non-State Actors Coalition (CNC), Africa Lead supported leading NSAs in Tanzania, Uganda, and Kenya to carry out 2-day workshops to strengthen understanding of CAADP/Malabo priorities and processes, and catalyze effective engagement on country-level JSRs and NAIPs. The Tanzania workshop also piloted a web-based NSA Mapping Platform for CNC and its NSA members to identify and engage key stakeholder groups in awareness, advocacy, and monitoring of agricultural policy and investment. The NSA workshops and mapping will be rolled out in other focus countries in Year 3.

At the request of the ECOWAS Commission, Africa Lead participated in a Strategic Planning meeting in support of ECOWAS' first regional JSR. The planning meeting sought to structure and position the ECOWAS

### **African Union Commission Department of Rural Economy and Agriculture**

At the request of USAID, and working in partnership with the AUC/DREA, the Program developed a detailed rollout plan on six urgent action elements to ensure that Malabo commitments and the Implementation Strategy and Roadmap (IS&R) will be achieved by 2025. These urgent action plans included:

**ELEMENT 1:** Identify existing implementation mechanisms, initiatives and support structures at the country, regional and continental level, and create technical networks to support implementation of Malabo

**ELEMENT 2:** Communications and outreach to share information and encourage regular on-going dialogue between and among AUC/DREA and NEPAD/NPCA, REC and Country level (government and non-state actors) and possible financing partners (African constituencies, beneficiary agencies and donor/development partners) about planned programs and activities for implementation of Malabo

**ELEMENT 3:** Complete the Malabo communications strategy to reach a broader audience with more comprehensive and useful information that will require a new way of thinking about communications.

**ELEMENT 4:** Formulate a process for implementing systemic changes included in the Malabo IS&R and outlined in the CAADP Programme of Work to operationalize Malabo

**ELEMENT 5:** Design and establish a framework for the Biennial review

**ELEMENT 6:** Secure financial commitments to support implementation of Malabo commitments by African constituencies, beneficiary agencies, development partners

JSR process to help the region do a better job of understanding the challenges to the sector, engaging and supporting NSAs more effectively, and tracking, assessing and adjusting policies and programs as a result of a thoroughgoing review process.

Africa Lead provided facilitation and rapporteur support for the Ghana Agriculture and Food Security Joint Sector Review, which was held in June as a key part of a continuing effort to strengthen mutual accountability in the sector. Supporting the strengthening of JSRs is an important mandate of Africa Lead.

The Program similarly played an instrumental role in supporting Senegal's JSR. We participated in the planning meeting hosted by the Directorate for Analysis,





Forecasting, and Agricultural Statistics (DAPSA). The goal of the meeting was to develop a roadmap for the national JSR.

## AGRICULTURE AND TRADE POLICY SUPPORT

At relatively short notice, the Program provided logistics and facilitation support for five New Alliance and Grow Africa validation workshops that were held in Ghana, Benin, Nigeria, Burkina Faso and Côte d' Ivoire. These validation workshops were intended as a stakeholder review of the reports on progress made in these countries under the G8 New Alliance Cooperation Frameworks.

On a specific, and highly important policy topic affecting agriculture productivity across the region, Africa Lead helped the COMESA (Common Market for Eastern and Southern Africa) Alliance for Commodity Trade in Eastern and Southern Africa complete the COMESA Biotechnology/Biosafety Regional Implementation Plan and provided logistical and facilitation support for the validation workshop on the use of modern biotechnology in agriculture in Addis Ababa.

Africa Lead organized the Aflatoxin Steering Committee Consultative Roadmap meeting in Kigali, Rwanda to help ensure sustained progress in addressing the challenge that Aflatoxin poses both to the health of consumers and to market opportunities for affected crops regionally and to potential importers outside of Africa.

The Program also provided technical assistance to finalize the institutional architecture assessment (IAA) for agriculture policy making in the East African Community (EAC) including consultation with Burundi on its report, and organized the related EAC Institutional Architecture Assessment (IAA) for Food Security meeting in Kigali, Rwanda. The IAA for EAC was the first of its kind, drawing on a large set of country IAAs conducted in Feed the Future countries and focusing on the strength of each of six policy elements considered critical to achieving good agriculture policy.

Observations from the IAAs, when validated through a validation workshop, provide constructive guideposts to improvement. They can be used to orient policy changes and institutional reform through targeting areas of process needing strengthening.

At the country level, the Program also convened a planning meeting with representatives of RESAKSS, USAID/Kenya Mission and Tegemeo Institute to consolidate work on the Kenya IAA activity and approach for engaging national and county governments. The Kenya IAA had to be customized from the standard IAA conducted in many other FTF countries to account for the deep policy role given to counties under the new Constitution, which devolved substantial powers to the county-level governments.

Africa Lead designed and delivered a presentation on Agricultural Transformation and Food Security at the 2nd Annual Devolution Conference in Kisumu, Kenya, which is held to review the progress of development in all 47 counties in the country. The Devolution Conference addresses, among others, challenges and opportunities related to agriculture and food security policy making at county-level, county policy cooperation and cooperation between counties and the central government.

At the request of USAID/East Africa and with their funding, Africa Lead helped develop a coffee sector strategy and project appraisal document for Burundi to guide World Bank investments into the Burundian coffee sector.

Africa Lead, through its SPEED program, supported the dissemination of the Southern African Development Community (SADC) Industrialization Strategy and Roadmap—a 48-year plan—and gave a briefing about the drafting of Mozambique's industrial policy during the **SADC Industrialization Workshop**. The National Director for Industry at the Ministry of Industry and Commerce has engaged in open discussions with the Program about the strategy and recommendations to foster an enabling policy and regulatory environment for accelerated industrialization by tackling the binding constraints of infrastructure, skills development, and financing.

The Program also helped Mozambique's National Seed Dialogue Platform develop and present its draft strategic plan to liberalize the seed market to the National Agrarian Research Institute, part of the Ministry of Agriculture and Food Security. Our audits of existing legal frameworks and resulting recommendations for reform on land policy and management to improve the economic use of land related to work in the areas of seeds and fertilizers are informing the National Land Forum

scheduled for early FY16 to meet New Alliance goals and the 41 Letter of Intent companies in the Business Advisory Working Group.

Another area of policy support Africa Lead engages in is to help improve evidence-based policy reform in Mozambique. Collaborating on research into local agricultural content sourcing provisions for industry procurement, especially by the extractives sector is one such example as is the political economy of minimum wage negotiations. Both are areas critical to improving the effectiveness of the Mozambican economy, as is the analysis Africa Lead supported of the current tariff structure and legal framework of the electricity sector in order to facilitate business planning around power cuts to maintain productivity.

Africa Lead has begun to provide policy process support in Tanzania. The Program provided technical, facilitation and logistical support for the Annual Agriculture Policy Conference in Dar es Salaam. The conference, which had the theme, “The Changing Landscape of Tanzania’s Agriculture”, was attended by more than 120 participants from different sectors including public and non-state actor stakeholders. The participants discussed youth in agriculture and related policy change issues such as policy impacts, public expenditure reviews, agricultural taxation, agriculture markets, trade and private sector investment. The conference also addressed nutrition and gender, as well as the New Alliance initiatives on food security and nutrition.

## STRENGTHENING NSA ENGAGEMENT

Africa Lead supported the continental CAADP Non-State Actors Coalition (CNC) and Kenyan non-state actor stakeholder groups working in agriculture to undertake an NSA sensitization workshop on CAADP, the Malabo Declaration and Kenya’s NAIP, which was attended by 51 NSA representatives including Kenyan government officials. The purpose of this sensitization workshop was to begin the process of network strengthening among NSA for improved policy engagement with the government. Similar workshops were also held in Tanzania and Uganda.

In Tanzania the Program participated in the multi-stakeholder Policy Advisory Group (PAG) bi-monthly meetings to help strengthen the policy process for agriculture and food security. The regular meetings offer opportunity for partners to harmonize

approaches and to prioritize and align policy issues with other initiatives such as the New Alliance on Food Security and Nutrition. The consultations have led to the design of policy change support activity for the Platform for Agricultural Policy Analysis and Coordination (PAPAC) of the Ministry of Agriculture Fisheries and Cooperatives as supported by USAID/Tanzania.

At the request of USAID/Ghana, Africa Lead co-facilitated the Agricultural Public Private Dialogue Forum (APPDF) stakeholders meeting for the revival of the forum in collaboration with the USAID/Ghana’s Feed the Future Agricultural Policy Support Project (APSP). The aim of the meeting was to aid the participants in determining the way forward to secure financial and technical support through grant funding from APSP to reinvigorate APPDF. Africa Lead was called upon to provide technical assistance to the group to submit a winning proposal which highlighted how the group intended to promote the engagement between private and public sector stakeholders for the strengthening of the agriculture policy-making process.

Africa Lead through its SPEED Program supported Mozambique’s private sector umbrella confederation, CTA (Confederation of Business Associations) in efforts to repeal legislation that detrimentally affects pricing in the wholesale and retail markets. We also supported CTA’s new Executive Director with shared salary costs until the organization secured additional funding and actively engaged the NSA organization to push forward important legislative reforms and to develop an improved model for Public-Private Dialogue as well as advocating for reform in public participation in the legislative process.

## KNOWLEDGE SHARING SERVICES

Underpinning Africa Lead’s strategic work program is a clear focus on knowledge transfer and facilitating opportunities for learning and exchange. Systems changes require incremental improvement in capacity and performance. These take time but can be facilitated through building networks that share best practices and reinforce learning. Systems changes require ongoing incremental improvements in capacity and performance. These take time but can be facilitated and sustained through building networks that share best practices and reinforce learning.”





Informal trade in Xipamanine Market, Maputo, Mozambique.



The learning platforms and opportunities we stage for our partner organizations, we also apply internally. We actively seek feedback from the participants in our trainings, events and other activities to measure the effectiveness of our efforts. Over this past year, we have more intentionally examined the contributions in individual activities toward the larger strategic goals of policy systems change.

The learning that enables the program to pursue Africa Lead's ambitious transformational goal is derived from different evaluation tools. We routinely check the validity of these instruments—are they measuring what they intend to measure?—to ensure that our monitoring and assessing of results is as accurate and instructive as they can be. Africa Lead's Knowledge, Learning and Communications and Monitoring and Evaluation team (KLC/M&E) works across all offices and program areas to better manage interventions and bring about systemic and sustainable change across the continent

The highlights of these activities for Year Two include:

## KNOWLEDGE MANAGEMENT, LEARNING, AND COMMUNICATION (KLC)

Working as a team across regional offices, the KLC staff captures lessons and successes from program interventions in a combination of print, web and multi-media materials to articulate clearly the transformative and dynamic nature of Africa Lead and provide a space for continued engagement with program beneficiaries.

New printed materials were developed for wide distribution this year including an Africa Lead West Africa newsletter, banners and brochures. These have proven popular on-site where many meetings are hosted, as well at events such as the ECOWAS Climate Smart Agricultural Forum in Mali and the 2nd Annual Devolution Conference in Kenya, each drawing hundreds of attendees.

Africa Lead has continued to update its website, adding a rolling update space to accommodate news bulletins and teasers for fuller length reports and success stories. Some of these reports are embedding mixed media into their formats, such as the report for Quarter Three's video excerpt from the powerful motivational speech of Africa Lead's speaker at Kenya's 2nd Annual Devolu-

tion Conference in April. SPEED's partnership with the Confederation of Business Associations (CTA) and Soico, the leading independent media company in Mozambique, has transcribed the real life case studies and mini-documentaries they have produced. Three have been subtitled in English and can be viewed on SPEED's YouTube channel:

- Video 1: <https://youtu.be/VCG2Wt616UU>
- Video 2: <https://youtu.be/bZ23y7t9Fx0>
- Video 3: <https://youtu.be/EOM23ZpIzyk>

The SPEED website continues to combine blogging with social media (over 124 blog posts this year) and monitor results to determine which methods of communication are effective. The Program also continues to experiment with WhatsApp, distributing links to recently published blogs and reports and information about upcoming events to over 500 recipients. The main focus of the Program's social media activities has been Facebook since this is the medium most commonly used by Mozambicans; up to 34,000 people saw posts this year.

In addition to conducting trainings and workshops to support agricultural enabling environment policies, Africa Lead also conducts studies and analyses to guide the result of targeted policy changes. In the past year these include investment profiling for 20 irrigation sites in Rwanda, in Mozambique analysis of policy impact (e.g. seeds, minimum wage, electricity tariff) and institutional evaluations such as the one undertaken for CORAF.

To increase our understanding of how Africa Lead activities advance the specific systems change at the core of our mandate, we have revisited the reports and feedback on our work and considered them through the lens of the four main elements of these policy systems. A focus group convened within the team also conducted an exercise in examining the work of the project against these four elements of systems change. The result of this analysis is discussed further in Section 2. The core learning that has gone on to inform our planning for Year Three is that due to the crosscutting nature of our interventions most African Lead activities contribute to more than one systems change element.

## EXCHANGE AND NETWORKING

Facilitating the diverse group of partner organizations to address agriculture and food security issues is an





achievement in itself. In the past year, Africa Lead's direct engagement is evenly split among government and business sector groups at 28 percent each. The civil society sector generally represents 25 percent of our outreach, with an additional 12 percent dealing directly with farmer organizations, and the remaining 7 percent with research institutions.

As part of the Program's knowledge sharing and networking goals, Africa Lead supported a number of governmental and multi-stakeholder convenings. To institutionalize inclusiveness in policy discussions, Africa Lead co-organized and financed training and learning sessions for NSA groups to empower their participation in policy deliberations. The Uganda NSA Sensitization Workshop is an example of this approach whose purpose is to ensure that the organized non-government stakeholders in agriculture are informed about CAADP as structured under the Malabo Declaration.

As part of the Program's knowledge sharing and networking goals, we also sponsor participants to meetings such as the Network of Farmers' and Agricultural Producers' Organizations of West Africa (ROPFA) Rice Value Chain Conference held in Ouagadougou, Burkina Faso. As well, we facilitated and organized selected Champions for Change (C4C) Network meetings in Ghana and an International Rural Women's Day celebration for nearly 500 women in the Brong Ahafo region.

The Program also facilitated and participated in meetings designed to coordinate and stimulate investment to vitalize the agricultural sector. Examples of this include preparing the Western (Region) Agriculture Investment Platform (WAIP), attended by Governors from 13 Kenyan Counties in the Western region, to discuss their economic blueprint with regards to shared agriculture development approaches and goals. Similarly, at the request of USAID/East Africa, Africa Lead provided logistical support to the African Fertilizer and Agribusiness Partnership (AFAP) by facilitating the Inaugural Consultation Meeting of the East and Southern Africa Fertilizer/Trade Platform in South Africa, attended by 31 participants. The meeting was focused on the need to increase private sector investment and engagement in the fertilizer industry.

To harmonize efforts and guide the development of a consolidated roadmap for Aflatoxin, USAID/East Africa requested that Africa Lead organize and facilitate

a consultative meeting of the East Africa Community (EAC) Aflatoxin Steering Committee and relevant stakeholders. The meeting was held in Kigali, Rwanda, and brought together representatives from public and private organizations who are actively engaged in mitigating the effects of Aflatoxin in the region. Objectives of the meeting were to share policy guidelines, frameworks, programs/activities and focal areas of Aflatoxin control in the East Africa region. Additionally, the meeting discussed the framework for the development of a detailed Aflatoxin Roadmap and Implementation/Action Plan for the East Africa region. USAID East Africa is working with IITA and EAC to develop the actual roadmap, and will advise Africa Lead on possible and future roles.

In Ghana, Africa Lead organized an Agribusiness "Meet and Greet" networking event with 15 local agribusinesses and Multi-National Corporations (MNCs) to create greater interest on the part of agribusinesses to create internship opportunities for agribusiness students. With USAID/Ghana Financing Ghanaian Agricultural Project (FinGAP) we also supported the 2015 Agribusiness Investment Summit and mentored 12 Youth C4C Champions to participate in Business-to-Business Sessions.

Through SPEED in Mozambique we co-organized the fifth Business in Agriculture Working Group (BAWG) meeting that provided briefings on the Private Credit Bureau Law and CTA's planned Agribusiness Conference and their impact on the 41 businesses that have signed Letters of Intent within the New Alliance/Grow Africa framework for investment with the government. Overall volumes of investment from development partners are down in 2015, as there are concerns reported by some donors about financial allocation and transparency. These briefings seek to sustain business engagement in advancing the CAADP agenda.

With AUC and NEPAD/NPCA, Africa Lead helped to plan and participated in final design meetings on the Permanent Secretaries/Heads of Ministries Leadership Retreat, the 2nd Agribusiness Summit in Kigali, Rwanda, and the Malabo Declaration Validation Summit in Addis Ababa, Ethiopia. We also contributed to the design of the Resource Mobilization Roundtable for CAADP, a side meeting convened by AUC and NEPAD during the Third International Conference on Financing for Development in Addis Ababa.

In its continuing mandate to strengthen mutual accountability, the Program supported the Consultation Process among CAADP Countries, RECs and Non-State Actors on the Malabo Declaration Implementation Strategy and Roadmap (IS&R) including supporting the Validation Workshop on the IS&R of the Malabo Declaration in Addis Ababa and in the CAADP Partnership Platform meeting in Johannesburg, South Africa, which included participation in drafting and developing the official communiqué that was presented during the last session of the meeting.

At the country level, Africa Lead facilitated five New Alliance Validation Workshops in Ghana, Nigeria, Burkina Faso, Benin and Côte d'Ivoire and two JSR Assessment Workshops in Swaziland and Uganda. The Program also facilitates donor coordination such as in its support of the donors' Joint Planning Cell Horn of Africa October learning event planning meeting, which included USAID/East Africa, USAID/Kenya, World Food Programme and other development partners. Through Africa Lead SPEED we initiated a donor agriculture sector financing tracking exercise for the AGRED (agriculture and rural development) donor working group including G8 partners as well as extended AGRED group members. In addition we actively participated in two high level working missions with AUC/DREA representatives and USAID/BFS, Bill and Melinda Gates Foundation and International Food Policy Research Institute (IFPRI) to discuss Malabo implementation strategies.

Africa Lead collaborated with the Knowledge-Driven Agricultural Development (KDAD) project on the design and delivery of three major policy-related training sessions for USAID personnel: Policy Systems Overview /Setting the Policy Agenda, Mutual Accountability, and Institutional Architecture Assessments presented during a new 5-day Agriculture Policy training course organized by the USAID/BFS Policy Team.

Regionally, Africa Lead also provided meeting design, logistics and facilitation for Regional Feed The Future/Trade Africa meeting held in Kampala, Uganda and provided technical, facilitation and logistical support to the COMESA Regional Agriculture Investment Forum in Livingstone, Zambia, USAID/Tanzania's Annual Development Partners meeting, USAID 2015 Ghana Implementing Partners meeting in Accra, and a USAID/Nigeria Economic Growth team retreat.

## MONITORING & EVALUATION

Engaging the multiple partners and stakeholders core to Africa Lead's strategy is a complex and time-consuming process. Measuring the effectiveness of that engagement is likewise challenging. The M&E team across the three offices works closely with its KLC counterparts to ensure program results are measured in a routine and reliable manner to meet the needs of M&E reporting as well as to demonstrate progress towards the program's broader objective of increased agricultural productivity and food security.

The progress we have made to date as measured by output indicators as well as customized measures reflect that uptake of Africa Lead leadership training and institutional capacity is evident. In Year Three we will target our interventions to deepen our impact so that uptake advances into implementation of change. Where current indicators fall short in capturing these substantive shifts in practice, we will seek enhanced methods of assessing change.

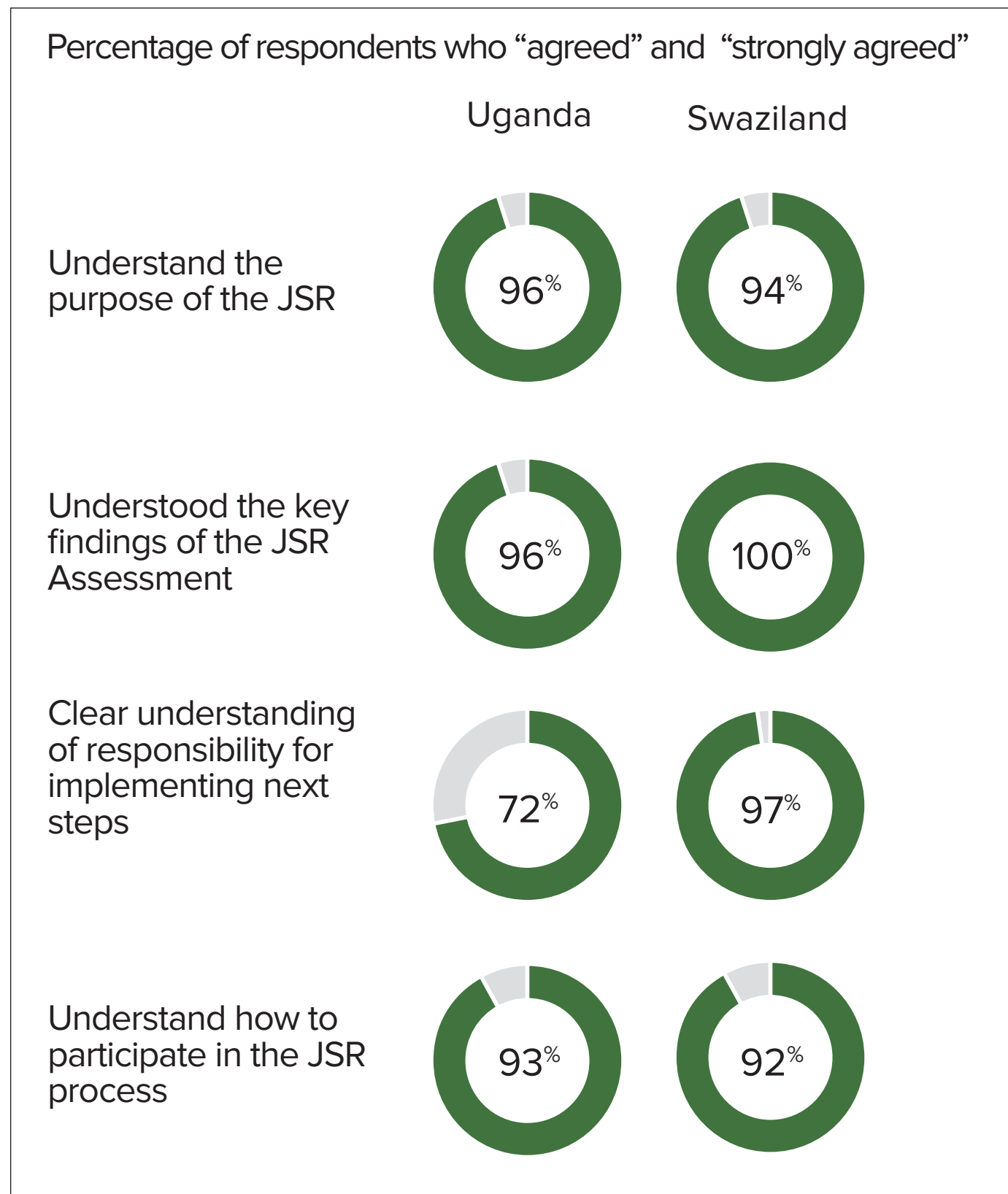
It is also appropriate to note that, other than event feedback surveys and training knowledge and skills application follow-up surveys—which all confirm the interventions' relevance and usefulness—Africa Lead has yet to measure capacity or performance improvements resulting from its various interventions. We have systematically been applying Organizational Capacity Assessments. OCA is designed to provide a comparable baseline on organizational capacity and/or performance data where changes in performance are measured over time through follow-up assessments. While second stage self-assessment following-up the baseline OCA findings has been conducted only with three organizations in Ghana, Year Three presents several opportunities to test this self-assessment tool over time. Doing so requires sustained commitment on the part of leaders of organizations. Africa Lead understands that the challenge of keeping them engaged and motivated to measure their own performance is one we need to address.

Africa Lead continued to collect quantitative and qualitative data to assess progress on performance targets through record keeping, pre- and post-assessments, event feedback surveys, and training outcome follow-up surveys. These M&E activities not only helped to determine the usefulness and contributions of Africa Lead's interventions, but they also informed the identification of follow-up capacity development needs and plans.





**FIGURE 4: JOINT SECTOR REVIEW ASSESSMENT WORKSHOP FEEDBACK**

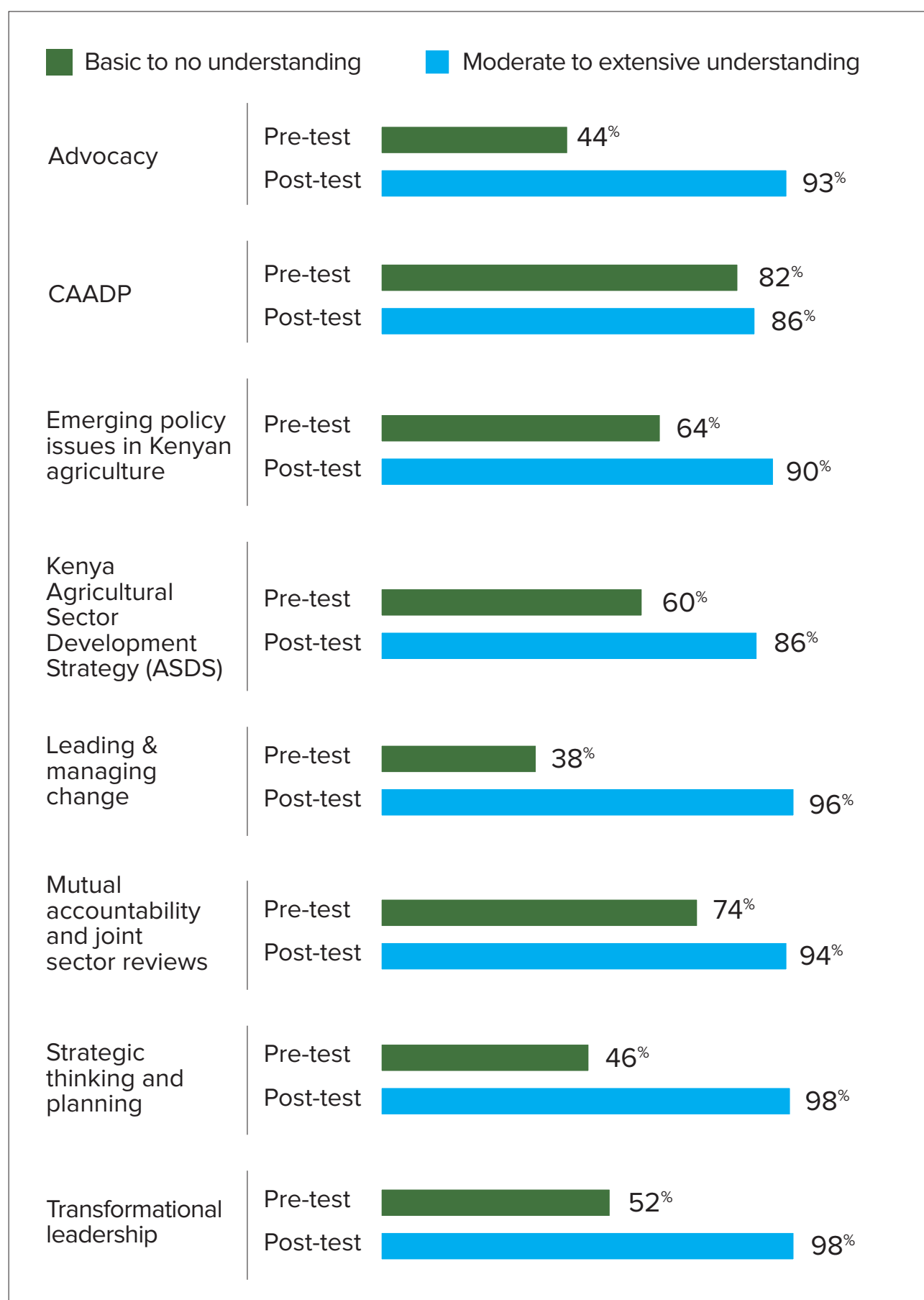


**FIGURE 5: NEW ALLIANCE VALIDATION WORKSHOP FEEDBACK**





**FIGURE 6: KENYA CHAMPIONS FOR CHANGE TRAINING (PRE AND POST RESULTS)**



# Kenyan Counties Make Big Strides in Leadership

“The tragedy in Africa is poverty of leadership,” said Kenyan politician Hon. Oloo Aringo during Africa Lead’s Super Champions for Change training session at the 2nd Annual Devolution Conference in Kisumu 21–24 April 2015. The event, attended by several thousand participants, including dozens of Kenyan governors, senators, Congress members, and the U.S. Ambassador, was a call to action against food insecurity. The Q&A featured an emotional request from a government leader for a copy of the powerful speech, challenging herself and her colleagues to “play it over and over again in our governors’ offices so we can internalize the message.”

Mr. Aringo’s dramatic style of speaking and his strong words not only captivated the audience in the moment, but led many attendees to commit to action down the road.

The Super Champions training was the first of three targeted activities by Africa Lead to support the devolution process, Kenya’s great political challenge of the day, and one of USAID/Kenya’s top strategic priorities. Having won the attention of many county governors, Africa Lead followed with the Champions for Change leadership training, a 5-day course to build the capacity of managers in developing and leading agriculture policy and programming change.

Bomet County Governor Isaac Ruto, then the sitting Chairman of Kenya’s Council of Governors (COG), the representational body of Kenya’s 47 counties, was first in line. He insisted that 60 of his managers be trained—instead of 30 as planned—and he offered county funds to cover the additional expenses. Instant demand for the training had been created.

This enthusiasm opened the door for Africa Lead to multiply the training. In four months, Africa Lead trained more than 340 Champions in 10 Feed the Future counties. This enthusiasm was further expressed by a sense of ownership. Homa Bay County representatives, for instance, asked to examine the curriculum prior to the training and made suggestions to tailor the program for its needs.

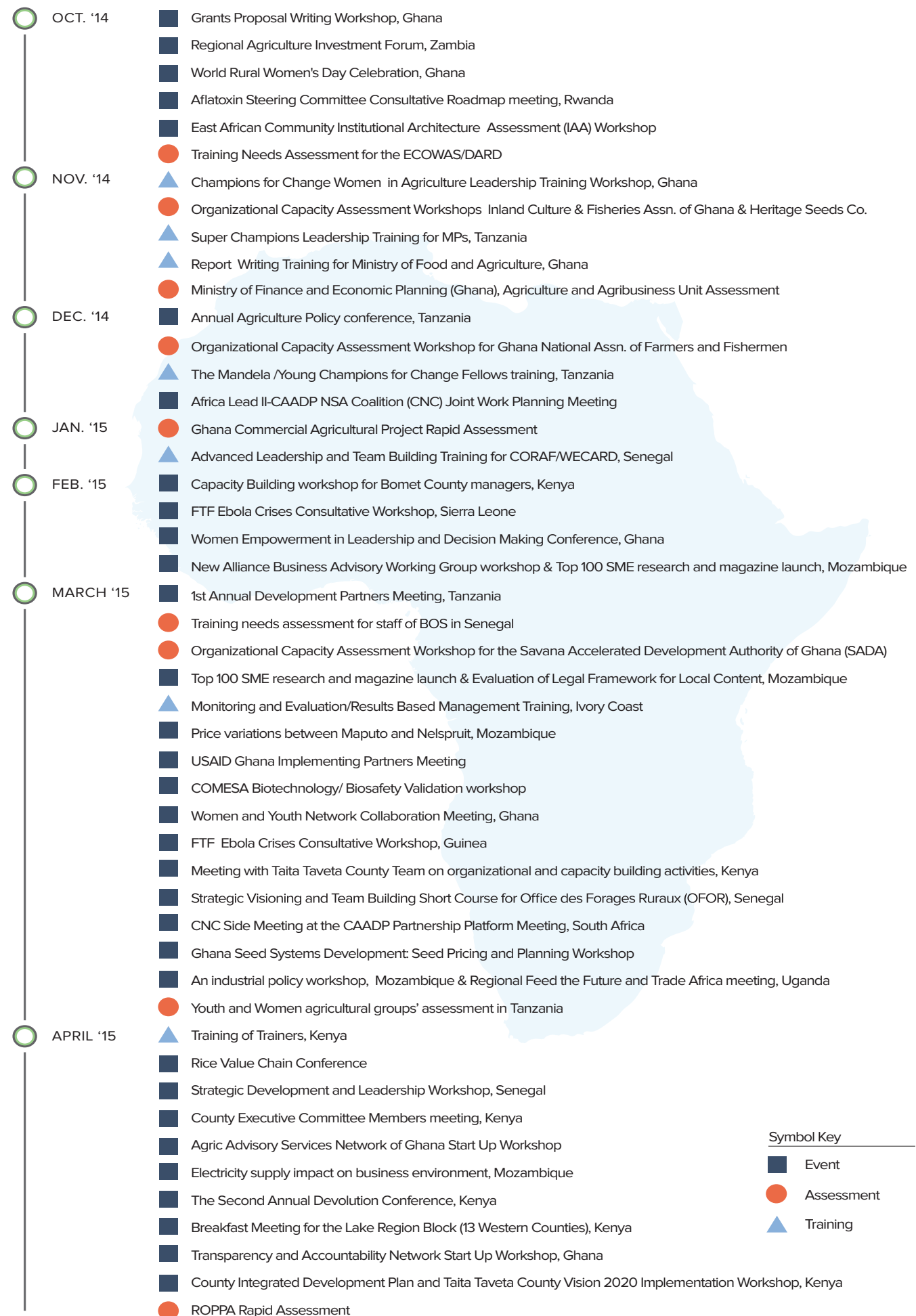
The 30 Homa Bay participants—financed by the County—commuted three hours each day to attend the program. COG leadership took notice and requested the training for its own staff, eventually approaching Africa Lead with the idea of taking ownership of county training services. One COG executive suggested that the service would give the COG a sense of purpose.

Africa Lead was the first to pilot organizational capacity assessments of Kenyan county governments. The first two assessments revealed serious deficiencies, not surprising given the infancy of these organizations. Although Africa Lead lacks the resources to support a comprehensive county government strengthening program across Kenya, the methodology and information from these initial assessments will prove valuable to other partners including USAID’s Agile Harmonized Assistance for Devolved Institutions (AHADI) and the World Bank’s Performance for Rewards project scheduled to begin in July 2016.

There is no denying that building strong, democratic county governments will take time. But all change starts with committed leadership, and if the recent actions of Governor Ruto and other county leaders are indicative, Kenya’s counties are on the right path. This is no tragedy.



**FIGURE 7: AFRICA LEAD PROGRAM TIMELINE OCTOBER 2014–SEPTEMBER 2015**



**FIGURE 7: AFRICA LEAD PROGRAM TIMELINE OCTOBER 2014–SEPTEMBER 2015**









# Lessons Learned and Adaptation

The central activity of Africa Lead is to train and coach individuals and organizations to lead better. This is a big responsibility. To do it well and to be authentic, we must exemplify the characteristics of a learning organization.

The goal of this report is to ensure that the value of Africa Lead is not simply in implementing the current activities but also in providing input for adaptive growth in effectiveness. Africa Lead's commitment to a culture of learning seeks to ensure steady and incremental improvements in leadership, organizational and system strengthening in Africa for agriculture and food security.

Africa Lead's adaptability derives from measuring and articulating how we do our work, what we have learned from program implementation and how we have and will continue to adapt our work. It is this question of how effectively and efficiently we are undertaking our work that is at the heart of this section of the Year Two Annual Report.

## MAXIMIZING EFFECTIVENESS OF PROGRAM INITIATIVES

The most important question for any development program is whether the activities or initiatives that are being undertaken are the most important, strategic and likely to bring about the changes for which the program was designed. Are individual activities as effective as they should be? Is the mechanism by which individual or groups of activities are affecting outcomes clear and considered to be supported by evidence? Does the whole portfolio of programs build up to something where the impact is greater than the sum of the parts of the program?

Ultimately, how do we know if our initiatives are having or are likely to have the desired impact? In this section, we consider Africa Lead's experience in trying to ensure that we do only (or primarily) the important things that help our partners move toward agricultural transformation, improved yields, production, employment, wealth creation and food security. We also consider the chal-

lenges, those lessons we have drawn from our work and activity monitoring, and we discuss how and where we have applied those lessons.

---

## **TAKING THE TIME TO THOROUGHLY UNDERSTAND THE NATURE OF THE PROBLEM RESULTS IN MORE STRATEGIC ENGAGEMENT**

---

While we fully understand the "Please, not another assessment!" attitude, it almost always pays dividends to take the time, effort, and spend the funds needed to thoroughly understand the nature of the need we are being asked to help meet or impediment to overcome and to determine what kind of contribution Africa Lead is well suited to making. The challenge is that organizations seem to have a never-ending series of assessments leading to a variety of trainings and other forms of capacity strengthening. But one set of capacity building initiatives leads to another without substantial reviews of what progress has been made in organizational behavior and performance.

This has implications at the planning and operational stage, as well. When Africa Lead has had the latitude to do a thorough analysis of a country situation, if not a thorough political economy analysis, we have been able to determine what initiatives we might be able to support for improvements in the agriculture coordination and policy space. As a consequence of this collaborative approach with the Kenya Mission Buy- In program, the result has been a highly strategic set of activities which we believe have a good chance of having lasting impact on agriculture policy making and programs at the county level and on coordination and collaboration on agriculture across counties and between counties and the central government.

Understanding the value of this experience, Africa Lead is preparing to undertake a full political economy analysis of the Democratic Republic of Congo (DRC) challenges in implementing the new Agriculture Code and in coordinating its agriculture sector management.





## Champion ‘Moving with Speed’ to Transform her County

Hellen Baliach has decided to “move with speed” to tackle the problem of stunting in her community of Bomet County, Kenya.

Ms. Baliach, Chief Officer for Public Health, Environment, and Nutrition in Bomet, attended the May Champions for Change Leadership Training, a 5-day course that builds the capacity of institutions and individuals to develop, lead, and manage evidence-based policies to encourage transformation in the agricultural sector—and left inspired to bring about real changes.

“I am committed to change,” she said. “I am committed to improving food security, especially in households. I am willing to work with the rest of the stakeholders from agriculture, water, medical services, and the rest.”

Ms. Baliach says she wants to reduce the stunting rates in children under five by half by working to increase the number of home gardens. Childhood stunting is a condition that is defined as height for age below the 5th percentile on a reference growth curve.

Given Bomet’s location and the fact that the county is “blessed with rain,” Ms. Baliach believes it is possible for each home to grow their own food for consumption, a nutritional strategy at the forefront of confronting malnutrition and growth stunting. She also says that the excess food produced from the gardens can be sold to provide additional income for the families and communities.

Accompanied by her colleagues in the Public Health, Environment, and Nutrition Department, Ms. Baliach has visited two of the most vulnerable villages in Bomet, Kaplewa and Chepchabas. The team, all Champions for Change fresh from Africa Lead training, travelled together to provide community members with technical knowledge, awareness, and education on the cultivation of their own home gardens. Since the visit and ongoing



Mrs. Hellen Baliach receiving her Champions for Change training certificate from the Deputy Governor, Honorable Stephen Mutai of Bomet County.

access to support, many members of these communities have begun cultivating their land and are now planting various vegetable and fruit seeds for consumption.

Ms. Baliach says she believes in leading by example. Her own home garden is bursting with avocados, oranges, cabbage, carrots, spinach, sorghum, and potatoes. She is educating her neighbors and giving speeches at local schools to encourage parents to take up home gardening. “When we are food secure, the stunting rates will go down,” she says.

A true advocate for child welfare, Ms. Baliach organized a power breakfast involving all county departments, nongovernmental organizations, church leaders, and social welfare groups in honor of Breastfeeding Day on August 1. Breastfeeding, along with access to food, is another critical strategy in the fight against stunting. Ms. Baliach says that raising awareness will hasten the reduction of the infant and child stunting in Bomet County.

Africa Lead contributes to the Feed the Future goals of reduced hunger and poverty by building the capacity of Champions, men and women leaders in agriculture.

This should help ensure that we undertake only those activities that have a reasonable chance of bringing about the hoped for change.

### **STRENGTHENING FEEDBACK LOOPS ON OUTCOMES AND INITIAL IMPACT HELPS ENSURE PROGRAM EFFECTIVENESS**

Ensuring Program effectiveness requires Program management and staff to be truly hard-nosed about the value of individual initiatives and the likelihood or track record of the initiative's contribution.

We seek to instill a mindset throughout Africa Lead that makes us our own toughest critics. It is the reason for our “So What?” campaign. We do not want to be simply doing things because we are asked to do them or because we are good at doing them, without thinking much about whether they are the most important thing that we can be doing, given our skills, background and context, to play our most effective role in capacity building for agricultural transformation.

Year Two has taught us to reinforce stronger feedback loops and a willingness to move away from initiatives that are not bearing fruit toward those with greater promise. Going forward we will empower our M&E teams to be more forceful in asking the initial question during Activity design and development of how a



Ms. Valerie Okumu, Senior Programme Officer at the Commission for the Implementation of the Constitution, presents on “Appreciating the Role of Public Participation in Governance” during the 2nd Annual Devolution Conference held in Kisumu County, Kenya.





# Opening Communication Channels to Move Farming Forward



The Business Advisory Working Group discusses investment challenges in Mozambique.

Mozambique's New Alliance Business Advisory Group (BAWG) was launched in 2014. It is the first group of its kind in the country, enabling investors in agriculture to discuss their needs with both government and other businesses such as banks, agricultural suppliers and insurance companies.

The New Alliance, supported by the U.S. Government, helps African governments stimulate the development of commercial agriculture. The success of New Alliance depends on commitment by business to invest in farming in Africa.

Through New Alliance 41 companies have committed \$668 million of investment in Mozambique. This has already led to the development of innovative new products, introduction of new crops and technologies and created opportunities for employment for many people in rural areas.

However the companies face challenges including regulation, and access to infrastructure and skills as well as other businesses not understanding the needs of the farming sector. BAWG has created a dynamic environment for investors to speak directly to both government and other companies.

The SPEED program of Africa Lead (Support Program for Economic and Enterprise Development) facilitated the creation and ongoing operation of BAWG. Significant achievements by BAWG so far include identifying a reform roadmap agreed with government, and negotiating benefits which will help its members and those they work with grow and invest more. As a result the financial services sector has begun designing new products in line with companies' needs and government has moved to facilitate access to land, seeds and fertilizer.

With ongoing support from Africa Lead SPEED, BAWG is transforming the relationship between business and government leading to greater investment and more opportunities for the poorest people engaged in agriculture.

The transformation of agriculture in Africa will be one of the major stories of the 21st century lifting large numbers of people out of poverty and providing food for the continent and the world. Over 80% of Mozambicans are involved but for most this is subsistence living barely being able to feed their own families. Mozambique aims to move from subsistence to commercial farming, which depends on business. BAWG is positioned to ensure that this transformation happens.

particular Activity is going to contribute to our overall also continue to push one another as colleagues on how individual activities or sets of activities are supporting our goals.

This more skeptical mind-set has forward and backward linkages; it leads to stronger more carefully thought out activities, but it also forces us to seek more creative and innovative ways to measure outcomes and impact, particularly knowledge capture and behavior change.

If Africa Lead has erred on the side of flexibility under its first phase and through the first two years, the Program will seek to ensure increased structure and systematization of procedures so as to bring about greater efficiencies in our operational support to program delivery. Allowing for flexibility, however, will remain an important objective of Africa Lead since it is very clear that there are few cases where one size completely fits all. This is perhaps our greatest lesson in adaptability.

---

### **GETTING BENEFICIARY PARTNERS TO “PUT SKIN IN THE GAME” HELPS DETERMINE WHETHER THEY TRULY VALUE THE TRAINING THE PROGRAM PROVIDES.**

---

Sharing costs and applying USAID funds more strategically to leverage other resources for greater combined impact is another dimension that Africa Lead is learning to incorporate more systematically into our work. When partners share costs and commit their own time, talent, facilities, equipment and other resources to jointly advance activities with Africa Lead, not only are the Program's funds applied more efficiently, but the impact of work is enhanced. We move closer to the goal of improved policy processes for transforming agriculture when the key actors literally “own” more of the responsibility and reap more of the rewards of being change agents.

Africa Lead has been seeking joint investment from its partners—governmental and non-governmental—more intentionally in the past year. We are learning to view our own “assets” as magnets to attract corresponding investment. With a long-standing partner such as

CORAF, for example, we undertake multiple activities in concert. Over the past year, the Governance Board meeting we helped to convene, the Results-Based Management course we conducted with the M&E team and our co-sponsorship of Young Professional interns led CORAF to contribute \$80,650. The funds contributed by CORAF paid for travel and per diem, meals, printing and venue costs for meeting participants. It covered the housing and utilities, telecommunications and program support for the interns. Given the continuing collaboration between CORAF and Africa Lead, clearly this is a relationship that CORAF values enough to invest its own resources in to nurture and maintain.

The value of coordinated planning and leveraging of other resources beyond the government sector became clearer in Year Two as well as Africa Lead rolled out country-level NSA capacity building on CAADP/Malabo and support for stepped up policy engagement.

Most NSAs affiliated with CNC have linkages and resources from Missions and other International NGO/donors such as ActionAid, Oxfam, ACORD, and DFID that have resourced participant time and travel to Africa Lead-supported workshops and meetings. These host organizations contributed up to 50% of key personnel salary for two individuals and along with other NSA organizations contributed an additional 40 days of volunteer time. With the value of the time dedicated by skill resource persons from other donors and partners, and the participants themselves in eight events, a total of value of \$579,168 has been leveraged from partners in advancing the capacity of NSAs to engage effectively in Malabo processes.

In just the one joint event that RESAKSS facilitated a session and contributed content to the NSA Sensitization Workshop in Uganda, Africa Lead leveraged \$53,750. CNC also has an MOU with IFPRI that will support sharing of research and policy analysis for more evidence-based advocacy. The Gates Foundation currently provides support on NSA engagement on CAADP, plans to step up its support in 2016, and has expressed interest in leveraging NSA engagement support with Africa Lead.





USAID Ghana Implementing Partners Meeting; Minister of Agriculture Hon. Fifi Kwetey at the Africa Lead stand.

The relationships that Africa Lead is building with the county governments in Kenya is proceeding along the same model. When a detailed budgeting exercise revealed a major shortfall in funding required to deliver an ambitious set of training activities in Kenya's county governments, for example, we reduced the budget by more than \$1,000 per participant by cutting travel, per diem, lodging and other workshop costs often covered by donor projects to almost zero. That translated into over \$400,000 savings for 400 participants. However, this decision redounded in an equally important way: a reduced subsidy to the beneficiaries generated a corresponding increase in counterpart contribution.

This then became a means for improving selection criteria and guaranteeing greater commitment from participating counties. The demand from county governments for the training is on the increase, as evidenced by active participation despite a reduced subsidy. This indicates a subtle yet meaningful paradigm shift toward a more demand-led training strategy. We implemented this same approach in our recent Tanzania C4C trainings and we are committed to creating this demand Program-wide.

Judging from the tally of the Kenya county collaborations to date in transport, accommodation, per diems,

conference space and meals, a total of \$80,940 has been leveraged with Africa Lead funds to expand the C4C training deeper into county personnel.

The mass media work initiated by Africa Lead in Kenya and Tanzania in Year Two is another illustration of how partnerships are leveraged to generate additional resources beyond those allocated by USAID. In collaboration with established educational media production company Mediae, we are developing and executing a series of TV episodes, across two programs *"Makutano Junction"* and *"Don't Lose the Plot"* to motivate East African youth to enter farming and small agribusiness activities. Mediae will broadcast both series on Citizen Television, which has the highest audience reach of all the local Kenyan television channels and the highest share of viewing in both urban and rural areas of Kenya, with reach into Tanzania and Uganda. These broadcast costs reach \$92,000 for the two shows, a cost contributed by Mediae. Further, Africa Lead negotiated with Mediae to share the production costs for *"Don't Lose the Plot"*. Africa Lead is paying for 10 of the 13 episodes in the pilot season, with Mediae paying 100% of the production costs (reportedly through private sector endorsements) for the remaining three episodes. Africa Lead is only covering the marketing and communication

## African Union, Africa Lead Agree to Collaborate on support for Malabo Declaration and New Alliance

The African Union Commission's Department of Rural Economy and Agriculture, or AUC/DREA, recently signed a letter of agreement with Africa Lead, a top program of the U.S. Government's Feed the Future initiative.

The September 9, 2015 Letter of Agreement between the two organizations commits to the selection and seconding of professional staff to AUC/DREA for up to three years to assist in facilitating the continental commitment to transform agriculture. The 2014 Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods was signed by leaders of the 54 African Union member states last July. The Malabo Declaration includes country commitments to ending hunger; decreasing poverty through inclusive agriculture growth and transformation; boosting intra-African trade in agricultural commodities and services; enhancing resilience to climate variability and other shocks; and a commitment to mutual accountability for actions and results.

Three of the seconded staff will support the New Alliance for Food Security and Nutrition initiative. The Alliance is a partnership that brings together the capacities and interests of a diverse group of stakeholders. These include African governments, the private sector, civil society, donors and other development partners. They are allied to facilitate inclusive growth in agriculture and address key constraints to private investment and increased smallholder productivity and market access.

Work to be performed under the AUC/DAI agreement will focus on advancing the implementation



Dr. Janet Edeme, Officer-in-Charge, AUC/DREA, and Dr. David Tardif-Douglin, Africa Lead's Chief of Party, sign MOU.

of the New Alliance initiative in the context of the Comprehensive Africa Agriculture Development Programme (CAADP) at national, Regional Economic Communities (REC) and continental levels. This support will include overseeing coordination with different stakeholder groups on the New Alliance in the current 10 member countries—Ghana, Ethiopia, Tanzania, Mozambique, Burkina Faso, Senegal, Cote d'Ivoire, Malawi, Benin and Nigeria. The New Alliance team will also oversee the drafting and review of major global New Alliance reports.

AUC/DREA is a department within the African Union in Addis Ababa, Ethiopia and is charged with the promotion of sustainable agricultural and rural development across the continent and improved food security for Africans.





Systems Change Elements	Africa lead Contributions
<b>Evidence-based planning</b> —The extent to which policy, legislation, regulations and programs are informed by recognizable, objectively verifiable and reliable sources and processes for gathering relevant evidence or data pertinent to agriculture and food security challenges.	<p>Several of Africa Lead Interventions contribute to this change element:</p> <ul style="list-style-type: none"> <li>■ The policy studies and analysis we support under Component Two contribute to this. The fact that the policies are being advanced through the different stages of policy process is evidence of its contribution.</li> <li>■ The information and knowledge from the trainings, which include evidence-based planning as part of the training curriculum also contribute.</li> </ul>
<b>Mutual accountability</b> —The extent to which stakeholder groups seeking to improve food security conditions clearly articulate their actions and hold themselves and each other accountable for achieving objectives and learning from achievements and mistakes.	<ul style="list-style-type: none"> <li>■ The JSR workshops supported where the private and civil society sectors were represented contribute to strengthening MA.</li> <li>■ The information and knowledge from the trainings, which include mutual accountability as part of the training curriculum.</li> <li>■ The support provided to NSAs in strengthening their capacity to engage in MA (e.g., CNC).</li> </ul>
<b>Coordination and inclusiveness</b> —The extent to which government ministries, departments and agencies that play the major role in structuring and governing the agriculture sector coordinate their efforts towards broadly shared (CAADP National Agriculture Investment Plan, NAIP) goals, and the extent to which all stakeholders believe they have and actually do have a formalized and practical role in policy development.	<p>The policy capacity-building efforts of Africa Lead contribute through:</p> <ul style="list-style-type: none"> <li>■ The JSR workshops supported where the private and civil society sectors were represented contribute to improved coordination and inclusiveness.</li> <li>■ Most of the events Africa Lead supported serve as platforms for diverse groups of stakeholders to discuss and address coordination and inclusiveness.</li> </ul>
<b>Policy Plans/Institutions</b> —The extent to which policies are articulated, prioritized and widely shared and the extent to which institutions are organized, equipped, staffed and trained to implement the policies and programs that have been prioritized.	<p>Through both analysis and training Africa Lead contributes:</p> <ul style="list-style-type: none"> <li>■ Institutional capacity assessments and the subsequent capacity development support.</li> <li>■ Champions for change training—the information and knowledge from training to create effective and visionary leaders.</li> </ul>

costs for 10 of the 13 episodes, with Mediae also covering 100% of these costs (also reportedly through private sector endorsements) for the remaining 3 episodes. This adds another \$134,940 to the resources leveraged by Africa Lead.

Allowing institutional partners to demonstrate value and ownership through sharing of costs, technical inputs, responsibility for planning and other means may be a slower process but is important to capacity building, achieving desired outcomes, and even more significantly to effecting sustainable change.

# Africa Lead Champion for Change Named YALI Fellow



Oxford (standing second from left) in a group photo with other youth and the Former President of Ghana, Agyekum John Kuffour.

Putting his leadership skills into high gear, Oxford Osei Bonsu spent 17 weeks this year participating in one of the most prestigious international leadership programs—the Young African Leaders Initiative (YALI)’s regional program in West Africa.

Oxford, 32, an Africa Lead Champion for Change since March 2011, is the founder and CEO of Cheshgro Advisory Service in Ghana, a vegetable production and extension services provision organization.

In August, he was selected after competing with more than 3,700 candidates from Burkina Faso, Gambia, Ghana, Ivory Coast, Liberia, Nigeria, Sierra Leone, and Togo, for just 100 slots.

YALI—launched by U.S. President Barack Obama in 2010 to train the next generation of African youth in business, political, and civic leadership—expanded in 2014 to include four regional leadership centers in Ghana, Kenya, Senegal, and South Africa. The Ghana Institute of Management and Public Administration hosts the Accra Regional Leadership Centre in collaboration with various institutions

such as MasterCard, EcoBank, Microsoft, Africa 2.0, Resource Alliance, Private Sector Federation, and Notre Dame University.

The Accra program includes courses in leadership, entrepreneurship, accountability, ethics, and management; a mentorship program, an internship; and community service. Oxford led a four-member group that won the overall best in speech and presentation, poster presentation and management stimulation. Participants also had the opportunity to interact with guest speakers such as former Presidents of Ghana John Agyekum Kuffour and Jerry John Rawlings, and Nobel

Prize winner Leymah Gbowee, and many successful entrepreneurs in West Africa.

The program provided him the opportunity to obtain knowledge on how to become an effective leader in Africa and how to bring about positive change in society, he said.

“As a Champion for Change for the Feed the Future Africa Lead project, I promise to share the knowledge with other champions through training and facilitation throughout West Africa,” Bonsu said. “I recommend supporting negotiation between Africa Lead and the YALI regional center, to enable Africa Lead to partner with the program to foster common vision.”

Since participating in the internship program, Oxford has been recruited as an intern to work with the YALI Secretariat for a month. He will be serving as a public affairs officer coordinating activities of interns and mentors involved in the program.





Bomet Governor filling the African Pot symbolically with grain, Champions for Change training, Kenya.

## LEARNING AND COMMUNICATING

Any organization that is results-focused seeks to learn how to do a better job of achieving the results for which it is mandated. For Africa Lead the challenge is to determine whether the individual leadership training, the institutional capacity strengthening and performance improvement support as currently being provided is achieving the individual and organizational behavior change that our partners expect from us.

Despite the large number of indicators in the PMP, we believe they do not adequately capture the outcome and outputs of the Africa Lead program. This has become even more evident as we build greater strategic focus and scale into our program. Africa Lead's ESA Office has taken responsibility and ownership over the metrics conundrum in a number of ways. We are supplementing our electronic surveys with direct interviews to increase response rates and surface additional insights. We are selecting key partners for in-depth case study analysis.

Another initiative is the design of stand-alone M&E activities in the form of two quality impact evaluations being rolled out in ESA. The evaluations will use longitudinal studies and other methods to measure the attributable impact of two major multimedia campaigns in changing the attitudes and behaviors of millions of women and youth about agriculture. Without these evaluations, our PMP could only capture a few relatively insignificant output indicators, including number of knowledge products generated (2) and number of organizations supported (1). Clearly this does not reflect the impact of such extensive programming. With the impact evaluations, we will be able to provide USAID

and other interested stakeholders valuable information on the viability of multimedia as a vehicle of agricultural transformation.

Maintaining a learning culture within the organization also means that the Program could benefit from a set of additional 'internal' indicators that help guide and measure progress of partners and the Program in achieving changes in capacity and practice.

We ask ourselves: How best can we learn if our studies and training are having the intended policy change impact? How do we convey the connections between individual activities and their ability to impact systems changes?

Year Two led Africa Lead to examine how our capacity development, policy process and knowledge sharing interventions support the BFS four systems change elements (evidence-based planning, mutual accountability, coordination and inclusiveness and policy plans/institutional capacity). We conducted an internal review of lessons learned of the program for the first year and half to inform Year Three Africa lead work planning. The result of this analysis can be summarized in the following chart on page 30.

Effective and efficient programs are led by teams and organizations that actively seek to learn from, adapt and improve upon what they are doing. Africa Lead seeks to learn from its actions both from successful interactions as well as those interactions that were less successful.

The result of this learning process is to increase program effectiveness and efficiency of operations; to implement strategic activities better and to share what we learn among ourselves and with others.





**FIGURE 8: AFRICA LEAD RESULTS FRAMEWORK**

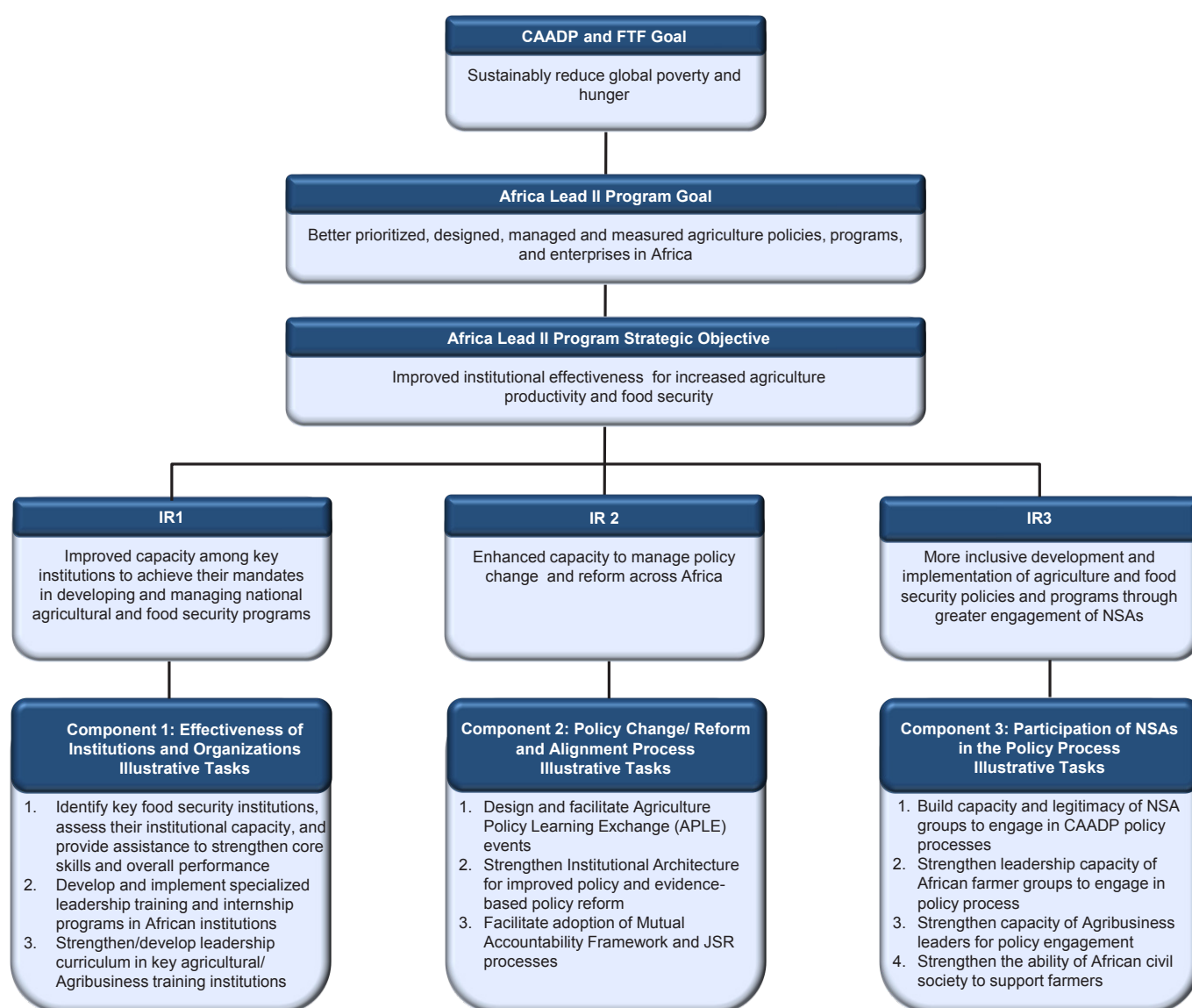


FIGURE 9: AFRICA LEAD YEAR INDICATORS PERFORMANCE TRACKING TABLE

#	Indicator Type	Indicator	Y2 Target	Y2 Achieved by Quarter				Y2 Achieved	Target	LOP
				Q1	Q2	Q3	Q4			To date Achieved
Africa Lead II Goal: Better prioritized, designed, managed and measured agriculture policies, programs, and enterprises in Africa										
G1.1	Impact (FTF 4.5-3)	Percentage of agricultural GDP growth	NA	-	-	-	-	-	NA	-
G1.2	Impact (FTF 4.5-12)	Percentage of national spending allocated to agriculture	NA	-	-	-	-	-	NA	-
G1.3	Impact	Percentage change in private sector investment in agriculture	NA	-	-	-	-	-	NA	-
Africa Lead II Strategic Objective: Improved institutional effectiveness for increased sustainable agriculture productivity and food security										
SO1.1	Outcome	Number of countries implementing prioritized and coordinated action plans based on their NAIPs	NA	-	-	-	-	-	NA	-
SO1.2	Outcome	Percentage of countries with improved year over year "Ease of Doing Business in Agriculture Index" ranking (BBA)	NA	-	-	-	-	-	NA	-
Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs										
1.1	Outcome	Percentage of individuals trained in leadership/management techniques who apply new knowledge and skills acquired	60%	78%	97%	76%	-	82%	75%	82%
1.2	Output (FTF 4.5.2-7)	Number of individuals receiving USG supported short-term agricultural sector productivity or food security training	1,310	270	81	110	675	1,124 <sup>2</sup>	4,680	1,339
		% Women	35%	57%	25%	26%	29%	35%	35%	34%

<sup>1</sup>Not all Africa Lead Goals, SOs or IR indicators are measured quarterly or annually and are included here for completeness only. Life of Program (LOP) targets are indicative and subject to significant changes depending on missions buy-ins.

<sup>2</sup> This is unique count of individuals trained in the FY





**FIGURE 9: AFRICA LEAD YEAR INDICATORS PERFORMANCE TRACKING TABLE**

#	Indicator Type	Indicator	Y2 Target	Y2 Achieved by Quarter				Y2 Achieved	LOP	
				Q1	Q2	Q3	Q4		Target	To date Achieved
1.3	Outcome	Percentage of institutions/organizations that show overall improvements in organizational capacity assessments and performance index	35%	-	-	-	100%	100% <sup>3</sup>	65%	100%
1.4	Output	Number of organizational/institutional capacity assessments completed with support from AL II	14	7	3	-	1	11	59	14
1.5	Output	Number of knowledge products generated with support from AL II	10	3	1	6	3	13	75	19
1.6	Output	Number of food security-related events supported by AL II	52	16	26	30	44	116	210	160
1.7	Output	Number of participants attending food security related events supported by Africa Lead II	3,540	996	1,856	1,694	1,308	5,729 <sup>4</sup>	9,100	7,043
		% Women	35%	40%	61%	31%	29%	48%	35%	39%
1.8	Output	Number of organizations at the national and regional level receiving technical assistance under AL II	20	11	13	11	27	28	48	39
1.9	Output	Number of organizations/institutions supported by AL II	391	242	495	527	446	1,284	913	1,625
<b>Intermediate Result 2: Enhanced capacity to manage policy change and reform across Africa</b>										
2.1	Outcome	Number of countries with a strengthened JSR process as measured by milestones of a "Strong JSR"	5	-	-	-	-	-	TBD	-
2.2	Outcome	Number of agriculture policies in countries' G-8 Cooperation Framework policy matrices that have been advanced along the policy development continuum	TBD	-	-	5	6	8 <sup>5</sup>	TBD	8
2.3	Output/Outcome (FTF 4.5.1-24)	Number of agricultural enabling environment policies completing the following processes/steps of development as a result of USG assistance	25	-	14	12	13	27 <sup>6</sup>	34	27
		Analysis		-	5	6	4	19		19
		Consultation		-	12	4	6	22		22

<sup>3</sup> This figure is based only on those organizations that had OCA and follow-up assessment, not all organizations a baseline OCA was conducted. In Q4, in Ghana, a follow-up capacity assessments were conducted with three organizations earlier a baseline was established for (ICFAG, GNAFF and Heritage Seed Company). While improvements were observed in the three organizations they were still within either founding or developing stage in the organizational development continuum that ranges from 1 to 9 (1-3= Founding, 4-6 = Developing and 7-9= Sustaining).

<sup>4</sup> Includes training participants

<sup>5</sup> Under SPEED in Mozambique

<sup>6</sup> The actual policies for the FY represents SPEED (22) and Africa Lead (5)

FIGURE 9: AFRICA LEAD YEAR INDICATORS PERFORMANCE TRACKING TABLE (continued)

#	Indicator Type	Indicator	Y2 Target	Y2 Achieved by Quarter				Y2 Achieved	LOP	
				Q1	Q2	Q3	Q4		Target	To date Achieved
		Drafting/revision		-	3	1	3	7		7
		Approval		-	1	1	3	5		5
		Implementation		-	-	3	3	6		6
2.4	Output	Number of countries receiving Africa Lead II assistance	15	6	7	7	10	13	20	15
2.5	Output	Number of countries with completed IAAs that are validated in stakeholder workshops	3	1	-	-	-	1	TBD	1
2.6	Output	Number of JSR workshops conducted/facilitated	10	-	-	3	5 <sup>7</sup>	8	TBD	14
<b>Intermediate Result 3: More inclusive development and implementation of agriculture and food security policies and programs, through greater engagement of NSAs</b>										
3.1	Outcome (FTF 4.5.2-42)	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations, & community-based organizations (CBOs) that apply improved technologies or management practices as a result of USG assistance	47	-	-	-	19	19	188	19
3.2	Output (FTF 4.5.2-11)	Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	201	155	69	126	87	397	534	460
3.3	Output (FTF 4.5.2-27)	Number of members of producer organizations and community based organizations receiving USG assistance	975	457	422	106	101	1,008	2,502	1,193
		% women	35%	85%	85%	32%	21%	75%	35%	68%
3.4	Outcome	Percentage of countries that have NSAs actively participating in JSR Steering Committee	30%	-	-	-	-	-	TBD	-
3.5	Outcome	Percentage of countries that have women's organizations actively participating in JSR Steering Committee	30%	-	-	-	-	-	TBD	-
3.6	Outcome	Percentage of NSAs that report satisfaction with their JSR participation	30%	-	-	-	-	-	TBD	-
3.7	Outcome	Percentage of policy commitments adopted by AU and national governments that are informed by CAADP NSA's policy agenda	20%	-	-	-	-	-	36%	-
3.8	Outcome	Percentage of constituents represented by agriculture-focused NSAs participating in the JSR process	30%	-	-	-	-	-	70%	-

<sup>7</sup> The five New Alliance Validation Workshops in Burkina Faso, Coted' Ivoire, Ghana, Nigeria and Benin.











#### **Bethesda**

7600 Wisconsin Avenue  
Suite 200  
Bethesda, MD 20814  
USA  
Tel: +1 301.771.7600

#### **East & Southern Africa Regional Office**

Karen Office Park  
Hemingway Building  
Top Floor  
PO Box 14431, Westlands  
00800 Nairobi, Kenya  
Tel: +254 727 405 020

#### **West Africa Regional Office**

A&C Square, East Legon  
PO Box LG 1199, Legon  
Accra, Ghana  
Tel: +233 (0) 203 791 827

<http://africaleadftf.org>