



# FEED THE FUTURE: BUILDING CAPACITY FOR AFRICAN AGRICULTURAL TRANSFORMATION (AFRICA LEAD II)



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Cover photo: (front) Super Champions for Change Women's Conference, Accra, September 2016: Hon. Dr. Hannah Louisa Bissiw, Deputy Minister of Agriculture shares her personal story and inspires women Champions for Change.



# FEED THE FUTURE: BUILDING CAPACITY FOR AFRICAN AGRICULTURAL TRANSFORMATION (AFRICA LEAD II)

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# Contents

- Acronyms ..... ii**
  
- I. Introduction..... I**
  
- II. Lessons Learned..... 3**
  - Addressing Systemic Changes.....3
  - Table 1. Key Partners in FY16 — Capacity Development..... 10
  - Improving Policy Facilitation..... 12
  - Table 2. Key Partners in FY16 — Policy Support..... 14
  - Table 3. Improving the Food Security Policy System..... 16
  
- III. Year in Review Summaries ..... 19**
  - Bureau for Food Security.....21
  - East Africa Mission.....27
  - Kenya Mission.....32
  - Mozambique Mission.....36
  - Tanzania Mission .....41
  - West Africa Regional Mission .....45
  - DRC Mission.....48
  - Ghana Mission .....52
  - Guinea Mission.....57
  - Senegal Mission .....59
  - Nigeria Mission.....62
  
- Annex A. Knowing “WhatsApp” with Food Security ..... 65**
  
- Annex B. Ghana Livestock Sector Boosted by New Policy ..... 68**
  
- Annex C. Indicator Performance Tracking Table ..... 71**

# Acronyms

ACTESA	Alliance for Commodity Trade in East and Southern Africa
AgCK	Agricultural Council of Kenya
AUC/DREA	African Union's Department of Rural Economy and Agriculture
C4C	Champions for Change
CAADP	Comprehensive African Agriculture Development Programme
CILSS	Comité permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel/Permanent Interstate Committee for Drought Control in the Sahe
CNC	CAADP NSA Coalition
COMESA	Common Market for Eastern and Southern Africa
COMSHIP	COMESA Seed Harmonization Implementation Plan
CORAF	Central Africa Council for Agricultural Research and Development
ECOWAP	ECOWAS Agricultural Policy
ECOWAS	Economic Community of West African States
IFPRI	International Food Policy Research Institute
NAIP	National Agriculture Investment Plan
NEPAD	New Partnership for Africa's Development
NPCA	NEPAD Planning and Coordinating Agency
NSA	Non-State Actor
OCA	Organizational Capacity Assessment
PNIASA	National Agriculture and Food Security Investment Plan
RAIP	Regional Agricultural Investment Program
TOT	Training of Trainers

# I. Introduction

Africa Lead — Feed the Future’s Building Capacity for African Agricultural Transformation Program — supports the advancement of agricultural transformation in Africa as proposed by the African Union Comprehensive Africa Agriculture Development Program (CAADP). Africa Lead also contributes to the Feed the Future (FTF) goals of reduced hunger and poverty by building the capacity of Champions — i.e., men and women leaders in agriculture — and the institutions in which they operate to develop, lead, and manage the policies, structures, and processes needed for transformation.

The Bureau for Food Security at the U.S. Agency for International Development (USAID) has established three priority areas of agriculture policy change: (1) changes in policies themselves, (2) changes in systems to formulate and implement policy changes, and (3) laying the foundations for the next generation of policy change. By concentrating on building capacity and strengthening

processes of individuals, institutions – and networks of both – Africa Lead promotes changes in systems to formulate and implement policy changes in four ways:

- Evidence-based planning – 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.
- Mutual accountability – 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.
- Coordination and inclusiveness – The extent to which government ministries, departments, and agencies that play the major role in structuring and governing the agriculture sector coordinate their efforts toward broadly shared goals, and the extent to which all stakeholders believe



*Advanced Training of Trainers, August 5, 2016; Naivasha, Kenya.*





they have and actually do have a formalized and practical role in policy development.

- Policy plans/institutions – 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.

This Year Three summary of Africa Lead covers the Program’s key learnings and accomplishments from October 2015 through September 2016. The report highlights Africa Lead’s support, facilitation, and training to improve institutional capacity and broader systems and institutional architecture to manage agricultural transformation as well to promote the effective, inclusive participation of non-state actors in policy processes.

During Program Year Three (PY3), Africa Lead activities also worked to promote and sustain a culture of learning and continue to build a process by which evidence can play a greater role in

determining policy directions and programs in agriculture.

By design, Africa Lead activities are demand-driven, and the project serves as a flexible mechanism to support various USAID initiatives at the mission and continental level. Africa Lead is truly greater than the sum of its parts, and to appreciate its full impact, individual activities must be viewed within the context of the continent-wide goals that drive them. To illustrate the program’s complex network of activities, Section 2 of this report describes our key lessons learned during PY3 across the project and how this learning has informed our strategic approach, provided an evidence-base for best practice, and revealed insights into how to better accomplish our goals of aligning organizations, policies, and systems around CAADP. Section 3 includes mission-level Year in Reviews, which provide a summary of PY3 activities and performance indicators for each of the project’s buy-ins.



*Super Champions for Change Women's Conference, Accra, September 2016: Women Agripreneurs share their successes and challenges.*



## II. Lessons Learned

Africa Lead is committed to a culture of learning as a strategy for ensuring steady and incremental improvements in leadership, organizational, and systems strengthening in Africa for agriculture and food security. In the same way, our adaptability as a project team derives from measuring and articulating how we do our work, what we have learned from program implementation, and how we will continue to adapt our work. As such, this section describes the lessons learned from FY16 program implementation and how this learning has informed our strategic approach, provided an evidence-base for best practice, and revealed insights into how to better accomplish our goals. At our core, Africa Lead is a learning project and one of our greatest assets is relevant, timely, and valuable input for adaptive management and learning to our agricultural policy partners and stakeholders.

### Addressing Systemic Changes

The goal of Africa Lead’s overarching approach to agricultural transformation is to empower individuals, organizations, and governments with the leadership and management skills required to achieve large-scale, sustainable change in different contexts. By addressing underlying causes (rather than symptoms) of weak organizational performance, Africa Lead aims to unleash large-scale change. Interventions may be small in themselves, but they continually strive to leverage the actions of key actors to bring about extensive and deep-seated systemic change. At the close of our third year of implementation, sustainability is a prime concern of Africa Lead. This means considering not just the existing alignment of key agricultural policy actors and processes, but also how they can work more effectively in the future, based on the incentives and capacities of players (government, private sector, non-state actors, etc.) to play different roles.



*Advanced Training of Trainers, Naivasha, Kenya*



A guiding principle of the project's interventions is a strictly facilitative role – building relationships between actors in the agricultural sector and stimulating change in policy systems without taking a direct role in or becoming part of the system. Furthermore, these changes can only be accomplished by improving the functioning of the system as a whole, rather than only improving the performance of specific organizations or individuals. Addressing agricultural change at a systems level has necessitated a shift in Africa Lead's strategic approach, as well as implementation tactics for existing activities to drive systemic change. Africa Lead's activities in FY16 shared several key elements – such as targeting interventions at leverage points to increase the probability of reaching greater scale, shifting intensity of project support to leverage partner contributions and ensure sustainability, and finally, addressing both incentives and disincentives to transform behavior at the organizational and individual level.

- Target organizational change agents and government “leaders” as leverage points – Strong institutional leaders who are advocates for Africa Lead's programming will drive systemic change adoption. It is critical to identify or cultivate relationships with leaders inside the institutions we are working with, who buy into the shared understanding of food and nutrition security issues and the changes required to create an enabling environment for agricultural development, and who will advocate for inclusive and mutually accountable processes that support the need for evidence-based policy.
- As external players, we must seek to catalyze others in the system (while not becoming part of it ourselves) – in this way, a shift in Africa Lead's level of intensity becomes a strategy for sustainability, not simply an effort to leverage additional funding.
- Tackling agricultural transformation demands systemic solutions that address incentives and disincentives for organizational change – Improving organizational performance not only requires an understanding of what the constraints are, but also why these constraints

exist in the first place. Our implementation processes need to connect the dots to see how transformation is unfolding. There is a need to have strategic focus by selecting few but strategic thematic areas and institutions with a clear design on their interrelationship and need for our support to strengthen and deepen those relationships to achieve the broader objective.

### *Seek out leverage points within organizations and networks to promote and sustain systemic change.*

In Nigeria, for instance, Africa Lead supported the Federal Ministry of Agriculture and Rural Development (FMARD) to operationalize a results-oriented monitoring and evaluation (M&E) approach. This effort was successful because it involved stakeholders at various levels in the change process that showed a commitment to serving as a good example for other departments. By targeting interventions at leverage points, the project

Attendees of the Champions for Change (C4C) training reported that it provides critical, complementary skills to help them bring about real change. As Hajia Ibrahim Taimako, Super Woman Champion, Farmer and Agripreneur noted, “I have seen tremendous changes since I became a Champion...I have trained 53 women who have in turn trained 5000 other women across Ghana's Northern sector. The importance of using this Champions for Change Leadership training to teach my fellow women, is to win back our daughters who have been subjected to the ‘Kayayee’ (head porters) business in Accra, Kumasi and other major cities in the country. These women are now calling their daughters who have traveled far to involve themselves as ‘Kayayee’ to come back home (the Northern region) and engage themselves in vibrant agriculture works and learn other sources of trade (informal education)”.

increased the probability of reaching greater scale and sustainability of the change process.

Leverage points are actors or relationships that will stimulate the spread of change without the project replicating activities itself. Interventions may be small themselves (such as a department-level M&E training), but should continually strive to leverage the actions of key players to bring about extensive and deep-seated systemic change. Africa Lead experience showed that “lead” members of FMARD were uniquely positioned to foster behavior change in the ministry because of the technical knowledge they developed and, through the demonstration effect, became a leverage point for the project. The demonstration effect can be an effective tool to help change attitudes toward adopting new M&E practices and investing in making changes.

The Agribusiness Leadership Internship program in Ghana is another example of the project’s ability to target the right decision-makers as leverage points who can commit to the success of programs in order to forge effective partnerships. The internship program is an integral part of Africa Lead’s youth workforce development strategy and provides agribusiness entrepreneurship opportunities for youth to develop their skills and increase their technological know-how. It seeks to help African agribusinesses and organizations to innovate, to improve their commercial viability, and to catalyze agricultural transformation. One of the program’s key pillars is institutionalizing internship programs, which aims to offer a comprehensive and holistic

According to an Epidemiological Officer at FMARD, “A lot has changed since I took part in the Data Quality Assessment and the Logic model training provided by Africa Lead... I am now critical in assessing the data I collect and making inference towards making a good assessment. I have learnt that from every good data there is Information that can lead to a useful knowledge.”

workforce development approach for youth and to bridge organizational capacity gaps through the exchange of knowledge and expertise between host institutions and participants.

To sustain the internship program, Africa Lead recognizes the need to leverage platforms such as summits, career fairs, and conferences to recruit both interns and hosts, which will not only create opportunities for partnerships but also institutionalize internship programs for host organizations. However, the greatest challenges lies in securing commitment from host institutions to the recruitment process and getting host entities to provide the human and capital resources needed to complete the on-boarding process.

Experience has shown that senior executives, who are frequently very enthusiastic and interested in setting up these types of programs, may not be the right interlocutors to facilitate and drive these internship programs for the host institutions. As a result, the program has reengineered its marketing strategy to target decision-makers at the management level who can commit early in the process and play a more practical, hands on role in making the internship program launch a success. As we design and implement our FY17 activities, Africa Lead will continue to target change agents and government “leaders” initially – defined by a set of required characteristics (such as their appetite for growth, openness for change, and willingness to share knowledge and skills), rather than organizational or administrative seniority – then use them to drive participation of the other ministries.

Africa Lead is also generating valuable learning from applying this approach to drive policy change and reform. Creating and supporting the enabling conditions that allow good leaders to emerge is not a linear intervention and cannot be achieved in a systematic, predictive manner by Africa Lead. However, as we experiment with this approach across various activities, our experience demonstrates that emerging leaders increasingly self-identify as we extend and deepen our relationships across the policy landscape. These



unique individuals have a combination of vision, commitment, and initiative. They look to Africa Lead for support in sharpening their vision and implementing concrete activities. The text box below highlights several of these change agents and how they are partnering with Africa Lead on innovative activities to champion policy reform within their institutions.

John Mutunga, seeing the need for national-level representation of the entire agriculture sector, formed the Agricultural Council of Kenya (AgCK). Africa Lead has supported the AgCK to develop its governance structure and strategies, and has facilitated its participation in Kenya's highest-level policy forums.

Beatrice Kirui, the Chief Officer for Agribusiness in Bomet County, developed an action plan during her C4C training to reform the County's extension services. She hired 30 young extension agents and transformed the reach and impact of services by implementing an e-extension platform.

In Tanzania, Dr Sophia Mlote, Agricultural Policy Analyst from the Ministry of Agriculture, Livestock and Fisheries, has forged efforts in inclusive policy dialogue and accelerated policy reforms through her leadership of the public-private Policy Analysis Group (PAG) platform.

For instance, in Ghana the program is providing capacity building grants to self-organizing networks of champions around specific policy issues. The concept was conceived in 2014 to promote dialogue and networking among individuals who have benefitted from various Africa Lead capacity support services as well as to empower champion

organizations to drive broader policy change. Drawing on lessons learned from the first phase of Africa Lead on how to identify high-potential training participants (see text box on the following page for selection criteria), the C4C Networks provide a platform to energize and enable committed change agents to lead in addressing key policy and agricultural issues. In FY16, the Ghana Livestock Development Network (GLIDEN), one of Africa Lead's nine C4C Networks, worked in collaboration with the Ministry of Food and Agriculture to bring together organizations in the livestock sector – including the Ghana National Association of Poultry Farmers (GNAPF) – to champion an amendment in Ghana's Livestock and Animal Production bill.

Finally, Africa Lead's engagement with AUC/DREA has demonstrated that harnessing the energy of change champions can be an effective organizational development intervention to drive organizational change and improvement. While no organizational change is without conflict, the Special Advisor to the AUC/DREA Commissioner has proven to be a critical ingredient in promoting collective ownership of the CAADP implementation process between DREA and NPCA.

The Special Advisor has supported and championed the development of the AUC/DREA Operational Plan, Technical Networks roll-out, NAIP Assessment Process, Biennial Review Process, CAADP Business Meeting and Partnership Platform Meeting agendas, and strengthened working relationships and overall coordination with NEPAD/NPCA. Ultimately, the Special Advisor has served as an effective change champion within AUC/DREA to drive strategy and leadership at the continental level for Malabo implementation.



Africa Lead has learned that leaders are not defined by their level of seniority in an organization, but rather by their level of commitment to and investment in spending their own money and time to promote change. Some common qualities of successful champions follow:

**Results-oriented:** Known for setting goals and seeking to achieve them

**Track record** of positively completing projects undertaken and seeing them to fruition

**Consensus builder:** Known for building consensus rather than being divisive

**Influential and networked:** Acts as a decision-maker and respected driver of change within their organization or institution

**Committed:** Agrees to help develop and implement food security initiatives within their organizations, and act as a champion

**Creative:** Has demonstrated transformative leadership qualities; is known for thinking outside of the box and considering alternatives

**Independent-minded:** A recognized thought-leader and innovator

**Genuine interest** in the training and capability to apply training skills

**Knowledgeable** of typical agricultural issues in the country

The Africa Lead experience demonstrates that this investment in coordination efforts between the institutional partners to co-design and co-implement activities has led to a shared understanding of the roles of NPCA and AUC/DREA in Malabo implementation. For instance, both agencies were key thought partners in the development and roll out of the CAADP Technical Networks, which are a coordination mechanism for harnessing and channeling technical support and capacity development to Member States and relevant CAADP implementation agencies. These collaborative networks will endure and will provide peer review, knowledge management, training, and technical input to accelerate CAADP implementation.



*Super Champions for Change Women's Conference, Accra, September 2016: Gina Odartey, a successful Agripreneur, inspires women attendees.*



A shared understanding can be explained as exchanging individual perspectives for a joint perspective that emerges from collective contributions. With Africa Lead support, we are seeing evidence that a shared understanding is developing between AUC/DREA and NEPAD/NPCA and that collective ownership of the Malabo process is emerging.

### *Shift the project's level of intensity as a sustainability strategy.*

In this context, intensity refers to how heavy-handed a project is in terms of resources deployed or the role played by the project in a transaction between actors. As the intensity of project activities increases, the prospects for sustainability decrease because the project artificially shields actors from real costs and risk by providing goods or services that would otherwise be integrated into more sustainable structures and investments. Through continuous dialogue with the client and counterparts during FY16, the project has diligently worked to build on its successful model of nesting facilitation and coordination support within the context of broader interventions to strengthen and build networks among individuals, organizations, and institutions where connections can be powerful and transformative.

In East and Southern Africa (ESA) for example, Africa Lead has consistently delivered on logistics and event management for critical food security programs and events. As a strategy to reduce the costs of implementing in-person training programs as well as to build stakeholder ownership, Africa Lead has placed more emphasis on leveraging partner resources. Participant motivation for training should be largely driven by a desire for change rather than other personal gains. As a result, Africa Lead has focused on programming as a means of building commitment and ultimately, reinforcing transformative change among the involved people, organizations, and institutions.

To strengthen our demand-driven approach, during FY16, the ESA portfolio shifted intentionally to

incorporate lighter-touch approaches to project design and implementation. Ensuring that programs are demand-driven and that they add value to existing efforts has enabled the ESA regional program to seek opportunities that are best positioned for collaborative planning with the client and strategic partners. Additionally, this shift has thrust Africa Lead into a more facilitative role in institutional strengthening and policy dialogue. An important lesson learned is that aligning partner capabilities in the pre-activity stage results in higher activity efficiency. True leveraging requires partners to have common approaches. Partners need to leverage on available resources and networks for sustained impact to improve coordination, collaboration, and learning.

Similarly, the project has focused more heavily on facilitating learning programs that enable institutions to collaboratively review where they are, envisioning where they need to go, and strategically determining how they need to get there. This shift in intensity to an advisory or co-creator role, whereby Africa Lead's role does not include direct service provision, clearly exemplifies best practice in systemic change facilitation and the appropriate level of intensity to support other institutions and entities in sustainably fulfilling the technical training gap. We believe that Africa Lead is well placed to support these processes across the region.

### *Tackling agricultural transformation demands systemic solutions that address incentives and disincentives for organizational change*

Institutional strengthening is a process that requires patience, relationships, and confidence building with the beneficiaries, and adapting strategies and approaches to the dynamics and needs of the target institutions. Africa Lead has become a trusted partner in facilitating organizational change and strengthening capacities with a variety of actors engaging in agricultural issues – from research institutions, civil society groups, and the private sector to local and national-level government entities. What has become clear over the years is

that the process becomes more relevant to the recipient organization when the support program is collaboratively designed with, and customized to, the needs of the client instead of being based on a general terms of reference.

Experience indicates that the institutional strengthening process, and in particular the organizational capacity assessment (OCA) exercise, is a valid approach and strategy in facilitating institutional capacity strengthening. Handled correctly, the beneficiary organization can in time open up and become more adaptable to change as leadership gains more confidence in the process. In the words of chair of AFSTA, the institutional strengthening process “was a good take-off point to the main workshop coming in two weeks’ time. I am convinced that the series of activities to date will culminate into active participation by the full board and that the final outcomes of the workshop will propel AFSTA to newer levels of service delivery.”

In addition to AFSTA, over the past year Africa Lead has supported OCA’s in ACTESA and Tegemeo Institute. It was not unexpected to find that all of these organizations lacked capacity in operations and technical areas. But much more importantly, we found that each was characterized by challenges in the fundamental areas of organizational mission and governance. Such issues

are not resolved overnight. However, the OCA was an important tool to elucidate these gaps and guide senior leadership through a structured process to recognize and reflect on these issues, while also expressing commitment to address them. This first step is an important one.

Africa Lead has targeted other organizations or “bodies” comprised of multiple organizations that are either central to or emerging as crucial to the inclusive policy making process. We are supporting these organizations with customized institutional support, while at the same time facilitating their engagement on policy issues. Examples of these are the AgCK and APAG in Kenya, and in Tanzania the Agriculture Non-State Actors Forum (ANSAF) and PAG. In FY2017, we will intensify our support to these and other key organizations in the context of strengthening policy architecture.

Strategic capacity building interventions require flexibility in participatory development of designs, plans, implementation, and follow up processes alongside counterparts. There is no single formula for assessing the totality of the needs of an institution. The best interventions are tailored to specific organization’s political realities, while also applying Africa Lead’s best practices and lessons from previous strategic activities.



*Contribution to Strategic Agenda Setting, November 14, 2015*




**Table I. Key Partners in FY16 — Capacity Development**

Mission	Organization	Type	AL Support Provided
<b>BFS</b>	African Union/Department of Rural Economy and Agriculture	Gov	Comprehensive Africa Agriculture Development Programme (CAADP) and Malabo implementation
<b>BFS</b>	CAADP Non-State Actors Coalition	NGO	Organizational development
<b>BFS</b>	PICO Eastern Africa	NGO	Technical Networks Activity
<b>BFS</b>	International Food Policy Research Institute (IFPRI)/Regional Strategic Analysis and Knowledge Support System (ReSAKSS)	Research/ Academic	Local systems strengthening for NAIP revision and Malabo domestication
<b>BFS</b>	Alliance for a Green Revolution in Africa (AGRA)	NGO	Technical collaboration and coordination for Malabo domestication process and Seize the Moment
<b>Kenya</b>	Agricultural Council of Kenya (AgCK)	Gov	Capacity building support, workshop facilitation, organizational strengthening
<b>Kenya</b>	Tegemeo Institute, Egerton University	Research/ Academic	OCA
<b>Kenya</b>	Bomet and Taita Taveta counties	Gov	OCA validation workshop and post-OCA support
<b>Kenya</b>	Arid and Semi-arid Lands (ASALs) Counties	Gov	Stakeholder workshop, training
<b>Kenya</b>	Kakamega, Vihiga, Busia, Kitui, Machakos, Bungoma, and Nandi counties	Gov	C4C training
<b>Kenya</b>	Partnership for Resilience and Economic Growth (PREG)	Gov	Learning event
<b>Tanzania</b>	Platform for Agricultural Policy Analysis and Coordination (PAPAC)	Gov	C4C training, TA in communication strategy
<b>Tanzania</b>	Sokoine University Graduate Entrepreneurs Cooperative (SUGECO)	University	Capacity strengthening, TA in communication strategy
<b>EA Regional</b>	African Seed Trade Association (AFSTA)	NGO	TA and advisory support
<b>EA Regional</b>	Common Market for Eastern and Southern Africa/ Alliance for Commodity Trade in East and Southern Africa (COMESA/ACTESA)	NGO	Support for COMSHIP Mutual Accountability Follow on Meeting, capacity development
<b>EA Regional</b>	African Fertilizer and Agribusiness Partnership	NGO	OCA and capacity building support
<b>WA regional</b>	West and Central African Council for Agricultural Research and Development (CORAF/WECARD)	Research/ Academic	Institutional audit including OCA, presentation to Board
<b>WA regional</b>	Economic Community of West African States (ECOWAS)	NGO	Support to regional JSR process
<b>WA regional</b>	Network of Peasant Organizations and Agricultural Producers in West Africa (ROPPA)	Farmer Org.	Rapid capacity assessment
<b>WA regional</b>	Permanent Interstates Committee for Drought Control in the Sahel (CILSS)	Research	Follow up on M&E technical support
<b>Ghana</b>	Africa Youth Network for Agricultural Transformation (AYNAT)	NGO	Capacity strengthening
<b>Ghana</b>	Inland Culture Fisheries Association of Ghana (ICFAG)	NGO	Capacity strengthening, policy engagement

<b>Ghana</b>	Business and Development Consultancy Centre (BADECC)	NGO	Capacity strengthening, policy engagement
<b>Ghana</b>	Savanna Integrated Rural Development Aid (SIRDA)	NGO	Capacity strengthening, policy engagement
<b>Ghana</b>	Ashesi University	University	C4C leadership Short Course, supported career fair to recruit for Agribusiness Leadership Internship
<b>Ghana</b>	Private Enterprise Federation (PEF)	Private	Capacity development grant
<b>Ghana</b>	Agribusiness in Sustainable Natural African Plant Products (ASNAPP)	NGO	Institutionalize Internship Partnership Network (IPN)
<b>Ghana</b>	University of Ghana	University	TA to support USAID grant program
<b>Ghana</b>	Savanna Agricultural Research Institute	Research	RBM/ M&E short course
<b>Senegal</b>	Investment Promotion Agency (APIX)	Gov	Meeting coordination, workshop facilitation, capacity building plan
<b>Senegal</b>	Direction de l'Appui au Secteur Prive/Private Sector Support Directorate (DASP)	Gov	Workshop facilitation for strategic planning
<b>Senegal/BFS</b>	University Cheikh Anta Diop	Academic	C4C institutionalization
<b>Senegal</b>	Ministere de l' Agriculture et de l' Equipement Rural (MAER)	Gov	Co-supported the restructuring, change management process
<b>Senegal</b>	Office des Forages Ruraux/Office of Rural Boreholes/Wells (OFOR)	Gov	TA to performance management system
<b>Senegal</b>	Direction de l'Analyse, de la Prévision et des Statistiques Agricoles/Department of Agriculture Analysis, Planning and Statistics (DAPSA)	Gov	TA to the JSR process
<b>Senegal</b>	Bureau Opérationnel de Suivi du Plan Sénégal Émergent / Monitoring Office of the Plan Sénégal Émergent (BOS/PSE)	Gov	Workshop facilitation, M&E technical assistance
<b>Senegal</b>	Union Nationale des Commerçants et Industriels du Senegal/National Union of Senegal Traders and Industrialists (UNACOIS)	Private Sector	C4C training workshop
<b>Mozambique</b>	Ministry of Agriculture and Food Security (MASA)	Gov	Capacity enhancement
<b>Mozambique</b>	<i>Electricidade de Moçambique</i> (EDM)/Ministry of Mineral Resources and Energy (MIREME)	Gov	Capacity enhancement
<b>Mozambique</b>	Confederation of Trade Associations (CTA)	NGO	Capacity enhancement
<b>Nigeria</b>	Federal Ministry of Agriculture and Rural Development (FMARD)	Gov	Skills development on M&E/RBM and SDGs
<b>DRC</b>	Commission d'Elaboration des Mesures d'Application de la Loi Agricole/ Agriculture Law Implementing Measures Drafting Commission (CEMALA)	Gov	Logistical and technical support to the review of agro inputs related provisions
<b>DRC</b>	Ministry of Rural Development	Gov	Participation in C4C trainings
<b>DRC</b>	Ministry of Planning	Gov	Participation in trainings, technical support to GT9 secretariat
<b>DRC</b>	Groupe Thématique 9 (GT9) committee	Gov	Technical and logistical support to the GT9 committee's meetings



## Improving Policy Facilitation

This section describes project-wide lessons learned for PY3 in the area of policy facilitation for specific policies as well as for accelerating progress of the four systems changes critical to Africa Lead success. Activities referenced within the lessons of this section support the enabling environment for developing, aligning, and managing the policy process – which includes the effective engagement of NSAs – for agricultural transformation.

*Trust and relationship-building take time, but can be strengthened through substantive and engaging activities that involve both the public and private sectors equally as participants. Joint participation generates new perceptions and practices.*

Africa Lead facilitates platforms for public and private sector engagement and the Regional Mango Week Conference supported by the U.S. Trade Africa Initiative and USAID/Senegal was one of the

Moctar Fofana, Vice President of l'Alliance, noted the benefits of his participation in Mango Week: "It was a real pleasure participating in the Mango week in Dakar. This encounter allowed me to meet with and share experience with other stakeholders in the sub-region on the organizational and professional front. From this meeting, I have learnt that we must strengthen and improve the quality of our mango at all levels: Production, processing assembly, and transformation. The next line of action for me is to organize a meeting in late December in Dakar with the other members of the Regional Alliance to define our roles in the establishment the Regional Alliance."

highlights. It promoted mango value chain activities at the national, regional, and international levels. Africa Lead's coaching support to the Ministry before, during, and after the program was critical to the event's success. The Mango Week event created more opportunities for cooperation between USAID's mission and mango stakeholders in in the West Africa region as well as the Ministries of Trade in the target countries. It resulted in the establishment of a Regional Mango Alliance and action plan with objectives, expected results, and concrete activities in the form of a roadmap to drive the Regional Mango Alliance.

Africa Lead supported the Ministry of Trade in the event's organization, which brought together stakeholders from Burkina Faso, Ghana, Guinea, Guinea Bissau, Mali, and Côte d'Ivoire that intervene at various links in the value chain to agree on the foundations of a Regional Mango Alliance. The conference provided an exchange and dialogue platform amongst stakeholders on critical issues such as access to markets, competitiveness of the Senegalese and West African mango, and SPS standards. It also addressed the sector's regulations and capacity building needs more broadly.

The ministry showed strong commitment and leadership during the whole period by coordinating with other key ministries such as the Ministry of Agriculture in identifying the key actors to facilitate the creation of the Regional Mango Alliance Network; setting a business-to business (B2B) forum; creating a public exhibition of local produce from the region; and displaying existing technology used in the production, transformation, and packaging of mango.

*Strategic partnerships among multiple stakeholders exert influence on national government to be responsive and catalyze dialogue processes*

In the DRC, Africa Lead has been working closely with other in-country donors to support inter-ministerial coordination processes. Historically,

political power in the DRC has been personalized rather than institutionalized. In the absence of the ability to provide public goods and services to most of the country, patronage remains an important strategy of governance. This is reflected in frequent cabinet shuffles and paralyzed decision making. These shuffles can also impede inter-ministerial coordination and policy continuity.

In response to this challenge, Africa Lead has also supported multi-stakeholders' inclusive engagement of non-state actors (NSAs) working in the agriculture sector to accelerate policy changes. As government-led reform initiatives can only go as far as political will, next year's strategy for Africa Lead will focus on policy support interventions to strengthen policy dialogues, platforms, and political space for NSAs to influence and affect change from the bottom up.

In addition, Africa Lead has captured the following lessons learned related to improving inclusive, multi-stakeholder policy development processes:

- Effective policy planning requires a holistic approach to policy learning. Africa Lead can increase its ability to advance policy dialogue when there is an integrated, methodical, process oriented and collaboratively designed approach, aimed towards generating evidence for decision-making, learning, and continuous improvement.
- Early stage co-design creates greater stakeholder buy-in during the design, planning, implementation and follow-up processes of policy learning. Engaging all stakeholders from the early stages of planning in the design,

planning and organizing process promotes evidence generation, learning, commitment and stakeholder participation.

- Strategic focus on clear thematic areas and institutions advances key policy areas. Identifying a strategic number of thematic areas and institutions, with a clear understanding of their interrelationships, will deepen support and engagement and achieve the broader objective of advancing policy change.
- New partnerships emerge during facilitation process. Bringing together key stakeholders has enabled new partnerships to emerge and networks to be strengthened. This opens up the opportunity to provide more technical support and involving more players in co-designing and facilitating policy dialogues.
- Awareness of changes in government operational structures is essential to the consultation process. In certain circumstances changes in host government operations has brought about a climate of uncertainty on decision making processes and daily operation procedures.

Stakeholders in a policy learning/dialogue process should commit to mutually accountable processes and actions. There is a demand/need for incorporating the “What’s next?” question into planning and follow-up — i.e., asking event planners and participants: “How can we look beyond the event to enhance commitment, continuity, and trickle-down accountability to the country level and other stakeholders?”


**Table 2. Key Partners in FY16 — Policy Support**

Mission	Organization	Type	AL Support Provided
<b>BFS</b>	African Union/Department of Rural Economy and Agriculture	Gov	Comprehensive Africa Agriculture Development Programme (CAADP) and Malabo implementation
<b>BFS</b>	PICO Eastern Africa	NGO	Technical Networks Activity
<b>BFS</b>	International Food Policy Research Institute (IFPRI)/Regional Strategic Analysis and Knowledge Support System (ReSAKSS)	Research/ Academic	Local systems strengthening for NAIP revision and Malabo domestication, coordination on JSR processes
<b>BFS</b>	Alliance for a Green Revolution in Africa (AGRA)	NGO	Technical collaboration and coordination for Malabo domestication process and Seize the Moment
<b>EA Regional</b>	Common Market for Eastern and Southern Africa/Alliance for Commodity Trade in East and Southern Africa (COMESA/ACTESA)	NGO	Support for COMSHIP Mutual Accountability Follow on Meeting, capacity development
<b>Ghana</b>	Ghana Livestock Development Network (GLIDEN)	NGO	Logistical support/policy related
<b>Ghana</b>	Africa Youth Network for Agricultural Transformation (AYNAT)	NGO	Policy dialogue
<b>Ghana</b>	Inland Culture Fisheries Association of Ghana (ICFAG)	NGO	Capacity strengthening, policy engagement
<b>Ghana</b>	Business and Development Consultancy Centre (BADECC)	NGO	Capacity strengthening, policy engagement
<b>Ghana</b>	Savanna Integrated Rural Development Aid (SIRDA)	NGO	Capacity strengthening, policy engagement
<b>Ghana</b>	Champions for Change Agricultural Advisory Services Network (AASN)	NGO	Mini-parliament workshop
<b>Guinea</b>	Ministry of Agriculture and key agriculture stakeholders	Gov	Policy & Institutional Review - Validation and Strategic Planning Workshops
<b>Mozambique</b>	Ministry of Land, Environment, and Rural Development (MITADER)	Gov	Technical input on regulations
<b>Mozambique</b>	Ministry of Agriculture and Food Security (MASA)	Gov	Facilitation of review of the Agriculture Investment Plan (PNISA)
<b>Mozambique</b>	Ministry of Industry & Trade (MIC)	Gov	Policy support
<b>Mozambique</b>	Mozambique Tax Authority ( <i>Autoridade Tributária</i> /AT)	Gov	Policy support
<b>Mozambique</b>	<i>Electricidade de Moçambique</i> (EDM)/ Ministry of Mineral Resources and Energy (MIREME)	Gov	Policy support
<b>Mozambique</b>	Confederation of Trade Associations (CTA)	NGO	Policy support
<b>Kenya</b>	Agricultural Council of Kenya (AgCK)	Gov	Facilitation of NSA consultation, capacity building support, workshop facilitation



<b>Kenya</b>	Agricultural Policy Analysis Group (APAG)	Gov	Participation in policy dialogue, membership participation, advisory support
<b>Senegal</b>	Direction de l'Analyse, de la Prévision et des Statistiques Agricoles (DAPSA)	Gov	JSR support and technical input
<b>DRC</b>	Groupe Thematique 9 (GT9)	Gov	Technical and logistical support to the GT9 committee's meetings
<b>DRC</b>	Multi-Donor Group on Agriculture and Rural Development (Groupe Inter Bailleurs de l'Agriculture et Développement Rural/GIBADER)	Gov	Coordination/workshop facilitation
<b>DRC</b>	Collègue Agriculture et développement rural of the Office of the Prime Minister	Gov	Participations in regional events, trainings, and regional policy forums related to CAADP and the Malabo declaration
<b>DRC</b>	Federation of Congolese Enterprises (FEC)	Private sector	Training and participations in Regional policy forums and trainings
<b>DRC</b>	National Coffee Office (ONC)	Gov	Facilitation of the PICAL/OCA
<b>DRC</b>	CONAPAC	Apex Farmer Org.	Participation in regional policy forums and C4C trainings
<b>Tanzania</b>	Policy Analysis Group (PAG)	Research/ Academic	Meeting facilitation
<b>Tanzania</b>	Platform for Agricultural Policy Analysis and Coordination (PAPAC)	Gov	C4C training, TA in communication strategy
<b>Senegal</b>	Direction de l'Analyse Prévision Stratégique/Ministère de l'Agriculture et de l'Équipement rural (DAPSA/MAER)	Gov	Technical support for Joint sector review
<b>WA regional</b>	ECOWAP Gender Group	Gov	Technical assistance on integrating gender with Climate-smart Agriculture
<b>WA regional</b>	Economic Community of West African States (ECOWAS)	NGO	Support to regional JSR process



Super Champions for Change Women's Conference, Accra, September 2016



**Table 3. Improving the Food Security Policy System**

Mission	Policy Focus	Thematic Focus	Africa Lead Support
<b>BFS</b>	AUC CAADP/Malabo Declaration	Institutional architecture for improved policy formulation	<ul style="list-style-type: none"> <li>▪ Support to AUC on Year of Agriculture activities culminating in Malabo Declaration as policy guiding CAADP for next 10 years, completed in FY14.</li> <li>▪ Activities related to Malabo Implementation Strategy and Road Map (IS&amp;R), Agriculture Permanent Secretaries Retreat, etc., completed in FY15.</li> <li>▪ Support to coordinate and operationalize the Malabo country engagement/domestication process in FY16 and FY17</li> <li>▪ Support to establish CAADP Technical Networks as collaborative platforms for harnessing and channeling technical support and capacity development to accelerate Malabo implementation</li> </ul>
	Early Generation Seed Systems policy (EGS)	Agricultural input	<ul style="list-style-type: none"> <li>▪ Support to EGS country studies, initially, and to training in the approaches to considering public-private partnerships on EGS systems</li> <li>▪ Support to EGS systems investments at country level</li> </ul>
	New Alliance Cooperation Frameworks for Agribusiness Investments	Investment policy	<ul style="list-style-type: none"> <li>▪ Support to multiple countries to conduct NA validation workshops in partnership with AU/DREA</li> </ul>
	Seize the Moment	Institutional architecture for improved policy formulation	<ul style="list-style-type: none"> <li>▪ Support to an advocacy campaign to raise awareness at the continental and national level about the major thrusts of CAADP/Malabo Declaration commitments</li> <li>▪ Collaboration with IFPRI and AGRA to develop country profiles on Malabo performance to date</li> </ul>
	Entebbe Accord	Investment policy	<ul style="list-style-type: none"> <li>▪ Support to CNC and AUC to formalize a shared understanding of the New Alliance</li> <li>▪ Commitment to shared principles of partnership to ensure responsible, inclusive private sector investment in Africa agriculture</li> </ul>
	Agriculture Joint Sector Reviews (JSR)	Institutional architecture for improved policy formulation	<ul style="list-style-type: none"> <li>▪ In partnership with IFPRI/ReSAKKS, support to JSR workshops in 10 countries in FY15 and 9 in FY16</li> </ul>



<b>East Africa</b>	COMESA Seed Harmonization	Agricultural input	<ul style="list-style-type: none"> <li>▪ In collaboration with COMESA and ACTESA, activities to harmonize seed law and regulation</li> <li>▪ Coordination of Seed Harmonization Mutual Accountability meeting</li> </ul>
	COMESA Biotech and Biosafety	Agricultural input	<ul style="list-style-type: none"> <li>▪ In partnership with ACTESA, support to the development of COMESA biotechnology/biosafety Implementation plan</li> </ul>
	COMESA Regional Investment	Investment policy	<ul style="list-style-type: none"> <li>▪ Support to COMESA Regional Agriculture Investment Forum</li> </ul>
	Fertilizer Policy	Agricultural input	<ul style="list-style-type: none"> <li>▪ Support to AFAP to strengthen fertilizer policy discussion platforms to increase private sector investment</li> </ul>
	Aflatoxin Policy	Sanitary/phytosanitary	<ul style="list-style-type: none"> <li>▪ In FY15, supported a consultative meeting to develop the roadmap for the Aflatoxin Steering Committee</li> </ul>
	Burundi Coffee Sector Strategy	Value chain	<ul style="list-style-type: none"> <li>▪ In FY15, support to develop the Burundi Coffee Sector Strategy</li> </ul>
	Agriculture Policy Architecture	Institutional architecture for improved policy formulation	<ul style="list-style-type: none"> <li>▪ In FY14, conducted IAA of the EAC and validation workshop with relevant stakeholders</li> </ul>
	IGAD Drought Resilience	Institutional Architecture for improved policy formulation	<ul style="list-style-type: none"> <li>▪ In FY15, provided support to IGAD for the Drought Resilience Summit</li> </ul>
<b>West Africa</b>	West Africa Regional Rice Policy	Value Chain	<ul style="list-style-type: none"> <li>▪ Supported policy dialogue on regional rice issues, regulations, and constraints</li> </ul>
	Mango Sector Strengthening Policy	Value Chain	<ul style="list-style-type: none"> <li>▪ Supported a regional platform for key stakeholders involved in the mango value chain at national and regional levels to exchange and dialogue on regulation</li> </ul>
	ECOWAS Gender and Climate Smart Agriculture	Resilience & Gender	<ul style="list-style-type: none"> <li>▪ Support to ECOWAS Gender and Climate Smart Agriculture (CSA) Forum</li> <li>▪ Support to ECOWAP Gender Group on CSA strategies</li> </ul>
<b>Tanzania</b>	Agricultural policy process support	Institutional architecture for improved policy formulation	<ul style="list-style-type: none"> <li>▪ In collaboration with MAFC, PAG, and PAPAC, provided support to coordinate the Tanzania Annual Agriculture Policy Conference, New Alliance policy process, and Policy Analysis Group for agriculture policy</li> </ul>
<b>Kenya</b>	Agriculture Policy Architecture	Institutional architecture for improved policy formulation	<ul style="list-style-type: none"> <li>▪ In partnership with IFPRI, conducted an Agriculture Policy Institutional Architecture Assessment (IAA)</li> </ul>



<b>Malawi</b>	Agriculture Policy Architecture	Institutional architecture for improved policy formulation	<ul style="list-style-type: none"> <li>▪ Conducted a review of the Agriculture Policy Institutional Architecture Assessment (IAA) and validation with relevant stakeholders</li> <li>▪ Recommended approach for considering and selecting think tanks to work with in order to improve evidence-based policy and planning</li> </ul>
<b>Guinea</b>	Agricultural Policy Architecture & Mutual Accountability	Institutional architecture for improved policy formulation	<ul style="list-style-type: none"> <li>▪ Support to facilitation of Joint Sector Review (JSR) in FY16</li> </ul>
<b>Senegal</b>	Agricultural Policy Architecture & Mutual Accountability	Institutional architecture for improved policy formulation	<ul style="list-style-type: none"> <li>▪ Support to facilitation of Joint Sector Review (JSR) in FY16</li> </ul>
<b>DRC</b>	Agriculture Policy Architecture	Institutional architecture for improved policy formulation	<ul style="list-style-type: none"> <li>▪ Conducted Agriculture Policy Political Economy Analysis (PEA)</li> </ul>
<b>Rwanda</b>	Empty Pesticide Container Study	Agricultural input	<ul style="list-style-type: none"> <li>▪ In partnership with MINAGRI, organized and coordinated a presentation of policy relevant research on containing, recycling, and disposing of toxic pesticides</li> </ul>

# III. Year in Review Summaries



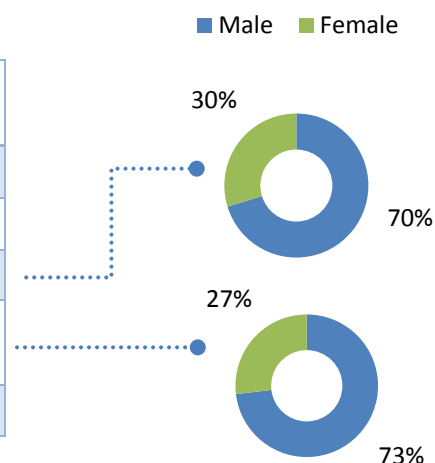
# BUREAU FOR FOOD SECURITY

## YEAR IN REVIEW: FY2016



### KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY3
Number of organizations supported	199	351
Number of trainings conducted	2	5
Number of individuals trained	39	195
Number of food security event participants	397	640
Number of food security events	13	20



### KEY PARTNERS

Knowledge Sharing

Capacity Building

Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
African Union/Department of Rural Economy and Agriculture	Gov	CAADP and Malabo implementation	
CAADP Non State Actors Coalition	NGO	Organizational development	
PICO Eastern Africa	NGO	Technical Networks Activity	
International Food Policy Research Institute (IFPRI)/Regional Strategic Analysis and Knowledge Support System (ReSAKSS)	Research/Academic	Local systems strengthening, coordination on JSR processes	
Alliance for a Green Revolution in Africa (AGRA)	NGO	Seize the Moment	

### ACTIVITIES

- Advanced Training of Trainers (TOT) Program on Course Design, Coaching and Mentoring.** During FY16, Africa Lead developed an advanced TOT program that will eventually be rolled out to the cadre of 80 professional trainers across the continent that support capacity building of institutions and organizations involved in CAADP and Malabo implementation. The ADDIE Model of instruction systems design (ISD) provides the framework for the advanced TOT course and includes five phases: analysis, design,



development, implementation and evaluation of training programs. The team integrated a mobile platform called *WhatsApp*, which is widely used in the regions where Africa Lead is operating, to generate interest among and involvement of participants before the training itself. Following the course, groups were organized among participants and relevant “Learning Boosters” and micro-learning ideas were shared regularly.

Given the increasing number of requests for skilled process facilitators and trainers coming from USAID missions, continuously strengthening the capacity of Africa Lead’s team of trainers provides an opportunity for the trainers to offer their skills to create and facilitate learning events that support Africa Lead programs and other USAID programs, as well as other development partners working in non-agriculture sectors.

- **Support to the African Union Commission (AUC)/Department of Rural Economy and Agriculture (DREA).** Throughout FY16, Africa Lead provided organizational and capacity strengthening support to the African Union’s Department of Rural Economy and Agriculture (AUC/DREA) to enhance their capacity to implement CAADP and the Malabo Declaration effectively across the continent. The Special Advisor to the AUC/DREA Commissioner, funded by USAID through Africa Lead, has been designated by the Commissioner as the overall CAADP Coordinator for DREA. The Special Advisor is responsible for overseeing the development of the AUC/DREA business plan, technical networks rollout, National Agricultural Investment Plan appraisal and refresh process, biennial review process, and CAADP business meeting and partnership planning meeting agendas. The Special Advisor also strengthens working relationships and overall coordination with the New Partnership for Africa’s Development (NEPAD)-Planning and Coordinating Agency (NPCA).
- **Support for the New Alliance for Food Security and Nutrition (NA) team.** Africa Lead supported the recruitment and hiring of a three-member New Alliance (NA) team that are now seconded to AUC/DREA for up to three years. After officially mobilizing the NA team to the Africa Union (AU) in November 2015, the team conducted outreach and coordination missions with seven of the 10 New Alliance countries throughout FY16 (Cote d’Ivoire, Ethiopia, Ghana, Malawi, Mozambique, Nigeria, Tanzania). Through Africa Lead support, the NA team also participated in meetings with international bodies, including convening a Leadership Council meeting of Group of Seven (G7) donors on the sidelines of the United Nations General Assembly (UNGA) in September.

The NA team coordinated the development of the NA/Grow Africa Joint Progress report with the Regional Strategic Analysis and Knowledge Support System (ReSAKSS), Grow Africa, and Africa Lead; it also convened regular meetings with the New Alliance Working Group (NAWG). Africa Lead provided facilitation and logistics support for joint progress report validation workshops in New Alliance/Grow Africa countries (Benin, Burkina Faso, Cote d’Ivoire, Ghana, Malawi, Mozambique, Nigeria, Senegal, and Tanzania). Africa Lead edited the final joint progress report that will be launched at the AU Summit in January 2017 for global online distribution.

- **Support for the AUC/DREA Malabo Business Plan (BP) for 2016-2021.** In Q1, Africa Lead identified a consultant to work with the DREA CAADP Coordinator and CAADP advisors to develop a planning document to facilitate AUC/DREA’s operationalization of the Malabo declaration at the local, regional, national, and continental levels. The initial BP was finalized during Q3 and in Q4, DREA and NPCA agreed to combine their two workplans. The combined BP provides a roadmap for each entity to: (a) catalyze the delivery of CAADP results at the continental, regional, and country levels while focusing on the specific institutional mandates/roles of each organization in a complementary manner; (b) ensure integrated operations; and (c) provide the framework for enhanced donor alignment and

harmonization. The programs (and their corresponding sub-programs) will serve as a means of working, planning, and delivering together on the Malabo commitments. Completion of the joint BP is expected in FY17 Q1.

- **Forging of Partnership among Most Prominent Actors in African Agriculture through the Seize the Moment Campaign.** The Seize the Moment advocacy campaign raises awareness at the continental and national level about the major thrusts of CAADP/Malabo Declaration commitments. Africa Lead was asked to collaborate on the roll-out of the Seize the Moment Campaign to align the most prominent actors in African agriculture to speak with a common voice about the needs of the agriculture sector and to advance public, private, and financial commitments needed to drive sustainable agricultural transformation.

The campaign officially launched at the African Green Revolution Forum (AGRF) in Nairobi, which provided a platform to generate political will at the country, regional, and global level. In preparation for AGRF, Africa Lead, Alliance for a Green Revolution in Africa (AGRA), and International Food Policy Research Institute (IFPRI) supported the compilation of country profiles for Phase 1 countries on: 1) country commitments to advance agricultural transformation agenda over the next five years or to 2025; 2) the contribution of agriculture to the country's economic transformation in the past five years; 3) demonstrable accomplishments of advancing the Malabo Declaration commitments on agriculture; and 4) actions each country will take to advance the Malabo Declaration commitments on agricultural transformation.

- **Support to CAADP Technical Networks.** The African Union launched the CAADP Technical Networks on 3 September 2016, on the sidelines of the AGRF in Nairobi. The Technical Networks are being established to accelerate CAADP implementation and will be collaborative platforms for harnessing and channeling technical support and capacity development to Member States and relevant CAADP implementation agencies. The formation of the CAADP Technical Networks is being supported by USAID/Africa Lead through an agreement with PICO-Eastern Africa, which issued an Expression of Interest to identify key partners interested in participating in the Technical Networks in coordination with the key partners in Q3. Initially more than 55 organizations were identified as potential network members, and more expressions are being received. This activity provides a mechanism for these Networks to develop content areas and provide training and technical advice to support country and regional NAIP Review/Refresh processes and Biennial Review processes, as well as to reinforce the Joint Sector Review/Mutual Accountability processes in support of Malabo and CAADP.
- **Technical Support to the National Agriculture Investment Plan (NAIP) and Biennial Review Appraisal Process.** As part of Africa Lead's overall strategy to support country-level CAADP implementation under the Malabo Declaration, the project provided support to bridge the gap between continental-led processes and in-country systems to review and refresh NAIPs. Experience shows that where country systems are robust and where NAIPs are firmly rooted in these country systems, NAIP impact has been greatest. Africa Lead has continued to enhance the capacity of DREA/NPCA to provide leadership and strategy for implementing Malabo, as well as prime the pump for country-level systems, structures, and processes to buy into and own this process locally. The project participated in a joint AUC, NPCA, and Regional Economic Communities (RECs) Internal Planning Meeting and CAADP Expert Meeting to operationalize the NAIPs Appraisal and Formulation and Biennial Review Coordination Mechanisms. In addition, the Guidelines for Country CAADP Implementation under the Malabo Declaration were revised and issued on 30 June 2016.





- **NAIP Appraisal Tool Kit.** Country-level engagement is critical to ensure that NAIPs are thoroughly embedded in country systems and processes, as well as aligned to the Malabo Declaration. Africa Lead supported efforts of IFPRI/ReSAKSS to develop a toolkit that AU member states will use to support the alignment of country NAIPs to Malabo Commitments. In FY16, Africa Lead participated in an IFPRI-led task force to develop tools and approaches to strengthen the institutional architecture and local systems by which NAIPs are updated, made central in the budgeting process, implemented, monitored, and reviewed. Africa Lead will continue to provide technical input and support in FY17 to examine the linkages between Institutional Architecture Assessments (IAA) and policy change and how this can provide insight and value add to the NAIP Tool Kit.
- **Early Generation Seeds (EGS) Activity.** Africa Lead developed curriculum and conducted the technical training for experts representing 11 countries in February 2016, in addition to undertaking two types of EGS studies: (1) in Rwanda and Zambia, international experts worked with national experts to carry out the EGS studies in cooperation with the respective USAID missions and EGS stakeholders; and (2) in Kenya and Nigeria, following the Addis Ababa technical training, the EGS studies were carried out by national researchers with remote mentoring and supervision. The EGS country studies, which were grounded by intensive stakeholder consultations, were completed in Rwanda, Zambia, and Kenya, and launched in Nigeria. Africa Lead's activity concluded in Q4 with a synthesis of the EGS country studies for Rwanda, Zambia, Kenya, and Nigeria to identify lessons with respect to stakeholder inclusion, policy and regulatory reforms, and investment priorities to surmount the EGS constraint for small holders.

In addition in Q4, Africa Lead performed a similar but higher-altitude review of all EGS country studies to incorporate conclusions and recommendations from Ethiopia, Ghana, Malawi, Mozambique, Tanzania, and Uganda. Finally in Q4, and based upon this new body of knowledge about both the demand for and supply of EGS, Africa Lead prepared a EGS investment plan guide for country titled, "Seed Platforms", on how to transform the EGS Study findings into investment plans through 2017 as a part of their CAADP country goals.

- **Support to CAADP Partnership Platform Meetings.** Africa Lead partnered with the CAADP Non-State Actors Coalition (CNC) to elevate NSA voices at the CAADP Partnership Platform Meeting in April 2016 in Ghana, which focused on how to effectively mobilize innovative financial resources for agricultural financing. CNC-led events kicked off April 9-10 with a pre-meeting ahead of the main CAADP meeting, and among these events' 62 participants were 53 women representing policy and research centers, national-level advocacy groups, and rural women farmers associations where they serve as presidents, secretaries, and activists – leaders in their communities.
- **Strengthening of NSA Engagement in CAADP Processes.** Africa Lead supported and facilitated sensitization workshops for coalitions of Non-State Actors (NSAs) in Nigeria, Senegal, and Tanzania. The objective of workshops was to improve awareness and to strengthen the knowledge and capacities of NSAs on CAADP-related policy frameworks. The meetings also emphasized the importance of developing appropriate mechanisms to engage NSAs and to ensure the effectiveness of that engagement in the CAADP process. In Senegal and Tanzania, NSA networks also learned how to map stakeholders and track their relationships with other organizations in a platform called Agri NSA Map. The stakeholder maps provided a visual tool to help NSAs connect and leverage relationships between and among each other to meet their technical, funding, and other resource needs. The workshops also offered an opportunity to strengthen ongoing NSA engagement on CAADP

through support for public dialogue, research, policy analysis, and advocacy to inform policies, planning, and investments.

- **Tanzania NSA Learning Summit.** As part of the wrap up of the NSA mapping pilots in FY16, Africa Lead held a Learning Forum in Tanzania with project NSA teams, CNC leadership, other key NSAs. The purpose of the forum was to generate feedback and document lessons from CNC and NSA on the maps and the mapping process, as well as validate the requirements gathered for a platform suitable for scaling mapping and network analyses with partners. Africa Lead will also use these discussions to identify constraints and gaps in the broader NSA ecosystem which may be addressed in Y4 and Y5 program activities (via a small grants program, for instance) to support engagement and advocacy on Malabo implementation. Finally, based on the feedback generated during the forums, Africa Lead will liaise with CNC and other relevant technology providers to develop a plan to transition the NSA networking information from the Root Change platform to a CNC/NSA-managed platform that will be more easily disseminated and sustained.

## LEVERAGING

- **Strengthening of NSA Engagement in CAADP Processes** -- Through our grant to the Agency for Cooperation and Research in Development (ACORD)/CNC Secretariat, Africa Lead has leveraged collaboration opportunities with key partners such as ActionAid, AGRA, Rwanda Civil Society Coalition on Agriculture, Agricultural Non-State Actors Forum (ANSAF), and Trust Africa. For instance, the One Campaign supported participation of the CNC Senegal Team in the Senegal JSR process. In addition, the CNC is collaborating with Action Aid International to leverage funding to support the integration of smallholder perspectives into the Biennial Review process. Also, the CNC was able to leverage funding from ANSAF to support travel and logistics of local participants for the Tanzania Mapping Learning Summit. ActionAid Rwanda supported holding a brainstorming session towards constituting a Rwanda CNC platform.
- **Early Generation Seeds Systems Activity** – Africa Lead supported a significant component of the Early Generation Seeds Systems program, which leverages funding from the Bill and Melinda Gates Foundation (BMGF) to make significant seed system changes to break the bottlenecks for breeder and foundation seed in sub-Saharan Africa. Africa Lead, along with its subcontractor Context Network, led studies in Rwanda, Zambia, Nigeria and Kenya. The project also leverages funding from other donors to conduct studies in Burkina Faso, Cote d'Ivoire, Ethiopia, Ghana, Malawi, Mozambique, Tanzania, and Uganda.
- **Mobilizing Investment under the New Alliance** -- Africa Lead is instrumental in supporting the New Alliance Unit within the African Union which works continent-wide with ten designated Member State governments to improve the policy environments for attracting private sector investment in agriculture. In Tanzania for instance, 21 agribusinesses have pledged investments in the New Alliance Cooperative Framework Agreement. Africa Lead continues to play a critical role in facilitating the New Alliance Unit to mobilize private sector investment from more than 200 agribusinesses in the target countries, including Ghana, Nigeria, Senegal, and Tanzania.
- **Enhancing Capacity of the CNC Secretariat** – Through our grant to ACORD, Africa Lead is leveraging funding from the Gates Foundation and other private foundations to enhance the capacity of the CNC Secretariat. For instance, ActionAid is providing resources for the salary of the CNC Coordinator as well as institutional support to the CNC Secretariat via a grant from the Gates Foundation. Africa Lead's grant to ACORD is leveraging these investments to ensure the CNC Secretariat continues to play an effective role in supporting



NSA engagement in CAAPD and Malabo process at continental, regional, and national levels.

- **Enhancing the Capacity of AUC/DREA in the domestication of Malabo** – Through the Special Advisor to the AUC/DREA Commissioner, Africa Lead is able to leverage resources from a variety of funders across different aspects of the Malabo domestication process. Africa Lead’s support to AUC/DREA ensures that investments from a variety of multilateral and bilateral donors are leveraged to achieve the shared objectives, principles, and values of the CAADP policy development process.
- **Exploring Co-Funding with Missions** – While not considered leverage by the traditional definition, Africa Lead is also extending the reach and scope of BFS investments through various co-funded activities with bilateral missions. Africa Lead is in a unique position to test this as a programmatic approach for bridging the gap between Continental-level efforts and in-country ownership to drive Malabo implementation forward. During FY16, Africa Lead saw a strategic advantage in the use of co-funding as an implementation model to build buy-in and alignment with country strategies and priorities. Africa Lead will continue to explore opportunities in FY17 for catalyzing and piloting activities with BFS funding which contribute to shared learning objectives and ensure results are owned, led, and managed by countries.

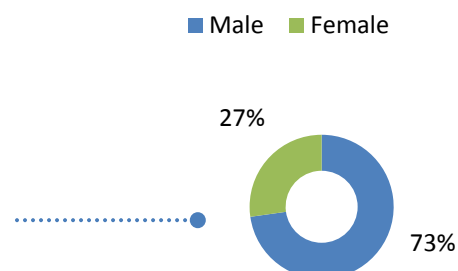
# EAST AFRICA MISSION

## YEAR IN REVIEW: FY2016



### KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY3
Number of organizations supported	60	92
Number of food security event participants	82	213
Number of food security events	4	12



### KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
African Fertilizer and Agribusiness Partnership (AFAP)	NGO	OCA and capacity building support	
African Seed Trade Association (AFSTA)	NGO	TA and advisory support	
Common Market for Eastern and Southern Africa/ Alliance for Commodity Trade in East and Southern Africa (COMESA/ACTESA)	NGO	Support for COMSHIP Mutual Accountability Follow on Meeting, capacity development	

### ACTIVITIES

- African Fertilizer and Agribusiness Partnership (AFAP) Grant.** With support from Africa Lead, AFAP successfully launched the East and Southern Africa Fertilizer (ESAF) Trade Platform, which brought together fertilizer sector actors across the region including national fertilizer trade associations, development agencies, government representatives, and fertilizer traders/ exporters to share information and strategies on fertilizer trade. Building on the success of ESAF, the USAID Bureau for Food Security through Africa Lead is considering additional support to AFAP to build capacity and networks for the promotion of strong private sector-led fertilizer delivery systems. The ESAF platform has improved AFAP visibility and its policy and public engagement support, with more African governments (Tanzania, Mozambique, Malawi, Zambia, Kenya, Ethiopia, Ghana, Cote d'Ivoire, the Democratic Republic of Congo, Cameroon, and Nigeria) requesting capacity building support (technical and advisory) especially to the regulatory authorities. Equally AFAP is



growing its ESAF Trade events, expanding to bring on board more global industries and small- and medium-sized enterprises (SMEs), and moving toward regular (two) and more targeted events focusing on fertilizer supplies and financing.

- **Support to AFAP to Conduct Organization Capacity Assessment (OCA).** During the year Africa Lead concluded and presented results of the AFAP OCA to the AFAP Board of Directors. In response to the OCA findings and recommendations, AFAP engaged KPMG to review its books and new systems for the AFAP 2.0 model, and is also addressing the issues of sustainability of its core functions and convening on commercial market development work to see how this work can be funded mainly by the private sector. In the words of AFAP President and CEO, “Africa Lead OCA support was particularly useful in illustrating some of the challenges AFAP was facing; and the need for a clearer private-sector orientation (i.e. AFAP 2.0)”.
- **Support to African Seed Trade Association (AFSTA).** Africa Lead collaborated with AFSTA in developing a customized approach to institutional strengthening and learning to bolster AFSTA capacity to deliver on its mandate as a Pan-African private sector organization representing, promoting, and supporting private seed enterprises across the region. Geared toward strengthening leadership and management capacity and defining its strategic priorities, the process included two rapid assessments to identify AFSTA capacity gaps and members’ needs, as well as a workshop for AFSTA to reflect on its mission and vision and define its strategic priorities and development of a three-year strategic plan. Based on the outcome of this process, Africa Lead will facilitate a learning visit for AFSTA to the American Seed Trade Association (ASTA) to expose AFSTA to best practices in management of trade association; to equip them with knowledge for strategic plan implementation; and to build their capacity in operations and structural systems, leadership, membership services, and programming.
- **Support to the Common Market for Eastern and Southern Africa (COMESA) Seed Policy Harmonization Implementation Plan (COMSHIP) Review Meetings.** Africa Lead supported Alliance for Commodity Trade in Eastern and Southern Africa (ACTESA), an agency of COMESA, to convene two COMSHIP Review Meetings that brought together key actors from in the seed sector for annual cross-sectoral reviews of implementation, to share lessons, and to ensure that partners hold each other accountable as part of the COMSHIP mutual accountability. Up to 45 participants from 19 COMESA countries attended the first review meeting in February in Addis Ababa. As part of the second meeting in September 2016 in Nairobi, which identified the next priorities on COMSHIP, 65 people from 15 COMESA states attended (including national governments, national seed authorities, customs officials, national and continental seed trade associations, seed companies, farmer associations, research institutions, media, regional economic communities, and development organizations). Activities carried out since the February COMSHIP review meeting include development or alignment of seed regulations, training and capacity building, and awareness creation and policy sensitization.
- **Regional Trade Africa and Feed the Future (FtF) Partners Meeting.** To facilitate regional trade and integration, Africa Lead supported USAID/East Africa by organizing the Trade Africa and FtF Regional Coordination meeting, as well as a site visit for 19 USAID staff to Arusha Bloom and Swissport in Arusha, Tanzania to enhance coordination, learning, and strategy development on regional trade and policy. The Regional Coordination meeting provided an opportunity for 47 participants to connect with a range of partners and stakeholders including USAID/Washington, East Africa, and bilateral missions; two key regional economic communities; the World Bank; the private sector; and development



partners implementing regional policy, capacity building, and integration programs. Africa Lead has followed up with participants for their feedback on the April event and suggestions for the next meeting in March 2017, including their input on the scope, preparation process, agenda, timing, and possible participants.

- ▣ **Support to Two ACTESA Delegates to Attend Fertilizer Association of Southern Africa (FERTASA) Congress.** Africa Lead supported the ACTESA Chief Executive Officer and chairman of the board to attend the FERTASA congress in Johannesburg, South Africa to create linkages and learn best practices on fertilizer trade. The meeting focused on sharing knowledge on improving the fertilizer policy environment, access to finance and technical assistance, and private sector participation. Because of this meeting, ACTESA leadership is better positioned to identify opportunities for collaboration and to support fertilizer trade in the COMESA region.
- ▣ **Support to ACTESA Staff for COMSHIP Design Meeting.** As part of its continued support for the implementation of COMSHIP, Africa Lead facilitated travel for two ACTESA staff to Nairobi for a meeting to design the second COMSHIP review meeting that took place in Q4. This meeting provided an opportunity for ACTESA, Africa Lead, and the consultant to reflect on the outcome of the February COMSHIP meeting – and based on this reflection to decide on the appropriate scope, design, and process for the next meeting.
- ▣ **Support to Horn of Africa: Joint Planning Cell (JPC) Learning Meeting.** Africa Lead supported USAID to organize the Horn of Africa Joint Planning Cell (now called Horn of Africa Resilience Network), an annual meeting that brought together USAID missions, resilience coordinators, and implementing partners to review progress, discuss key challenges and opportunities, learn from one another, and most importantly develop the Regional Resilience Framework 2.0. The meeting, held in June 2016 in Addis Ababa, provided an opportunity for 67 participants (including 26 from USAID) to enhance collaboration, acquire knowledge on resilience programming, and provide lessons to a growing community of practice. The Somali mission is currently customizing the newly developed East Africa Regional Resilience Framework to the Somalia context.
- ▣ **Don't Lose the Plot Impact Evaluation.** Africa Lead prepared to conduct an impact evaluation for the upcoming television reality show, Don't Lose the Plot (DLTP), and provided guidance to DLTP's production company, Mediae, on how to better the show to improve attribution and contribution to the intended impact. DLTP will be broadcast in June 2017, and the evaluation, in addition to demonstrating the impact of the show, will inform future programming on the use of media as a tool for agricultural interventions targeting women and youth. Africa Lead in partnership with TNS has developed the methodology, refined indicators, and developed tools for data collection that will be conducted after the show.
- ▣ **Inspiring Youth Agribusiness Entrepreneurship: Makutano Junction.** With support from Africa Lead, a two-month TV show by the Mediae Company, "Makutano Junction", concluded its Swahili broadcast in Kenya and Tanzania in 2016. Mediae undertook post-broadcast research to examine changes in audience attitudes toward agriculture, business, and technical skills attributable to the TV show. They used GeoPoll, a global mobile surveying platform that collects data from more than 200 million users in Sub-Saharan Africa through text messages and interactive voice surveys. The survey results indicated a change in attitude, improvement in agribusiness knowledge, and technical skills for the youth who viewed the show.
- ▣ **Inspiring Youth Agribusiness: Don't Lose the Plot.** Africa Lead in partnership with Mediae is in the process of producing/filming a reality show which four young farmers from



Kenya and Tanzania are chosen to put their farming skills to the ultimate test. Each farmer is given one acre of land and has nine months to turn their acre into a successful farm. At the end of the program the farmer with the most profitable and sustainable farm will win a prize. Currently the farmers are in the second season of planting. Filming started in March 2016 after contestants selected specific crops and livestock enterprises on the advice of experts. The contestants harvested and marketed their crops and have been making loan repayments from the produce sales. “Don’t Lose the Plot” will continue production through November 2016 and will air from March to June 2017.

- **Team-building Retreat for USAID/East Africa’s Regional Economic Integration Office.** Africa Lead supported and facilitated a team-building retreat for USAID/East Africa’s Regional Economic Integration Office on October 26–30, 2015. This support involved interviews, helping to structure the retreat, and identifying expected outcomes.
- **Support to AFSTA and ACTESA staff to participate in African Seed Trade Association (ASTA) Congress.** Africa Lead supported the Seed Coordinator of ACTESA and the Secretary General of AFSTA to attend the ASTA Congress, which allowed both parties to share lessons and best practices in seed trade and to establish critical linkages for seed trade in Africa. COMESA/ACTESA and AFSTA have been partnering in facilitating seed policy harmonization in the region; for this reason, establishing a working relationship with ASTA will improve COMSHIP implementation as part of promoting seed sector development and increasing availability of quality seed to smallholder farmers. A learning visit for selected AFSTA board members and staff is planned separately as part of strengthening this collaboration and learning.
- **USAID/East Africa-Supported Partnership for Economic Growth Multi-Stakeholder Visit.** Africa Lead provided logistical and planning support for a USAID/East Africa-supported Partnership for Economic Growth multi-stakeholder visit to Turkana County, Kenya, on October 5–7, 2015. This visit strengthened knowledge-sharing and inclusiveness to improve programming and policy facilitation.
- **Support to the Regional Livelihoods in Transition Learning Event.** Africa Lead supported the Global Alliance to convene a technical meeting in Addis Ababa, Ethiopia on 8-9 September 2016 to review and reflect on three thematic papers on livelihoods in transition in the Horn of Africa that had been independently commissioned by USAID, the Department for International Development (DfID), and the World Bank. The event was attended by 45 participants from the livelihoods and resilience sector, including development partners, academia, and research institutions. These partners focus on off-farm, non-agricultural livelihoods aspects of the thematic papers, including the current scale and scope of livelihood activities, opportunities for expansion, and the programmatic implications of both.
- **Support to ACTESA to Conduct Organization Capacity Assessment.** To assist with its newly acquired semi-autonomous status, Africa Lead supported COMESA/ACTESA to design and conduct an OCA intended to identify gaps, inform strategic plan development, and improve organization systems and operations. Africa Lead supported development the methodology, organizing and facilitating inception workshop, data collection, and analysis held in Lusaka in August 2016. Additionally, Africa Lead held feedback meetings with COMESA and ACTESA staff, advisory committee, and board in September and October. Among other recommendations, the OCA advised a review of ACTESA governance systems as well as strengthening its operational, program, and monitoring and evaluation capacity to align these efforts with its original conceptual framework.



- **Malawi Institutional Architecture Assessment: A Follow-up Review.** Africa Lead conducted a refresher Malawi Institutional Architecture Assessment (IAA) to determine the current capacity for policy change management, the changes or progress that have occurred since 2013, the results of USAID institutional strengthening for policy change programs, opportunities for assistance using international research institutions and U.S. universities, the level of political will for reforms, and the potential for an independent local policy think tank in Malawi. Using the IAA tool, the assessment updated the color-coded policy change indicators to identify the relative strength and level of progress for the six policy elements. The process included developing the assessment design, inception workshop, data collection and analysis, and validation workshop for key stakeholders including a Malawi government representative, donor coordination representative, research and learning institutions, and farmer’s associations and development agencies working in the agricultural policy environment. The two workshops were attended by up to 28 participants.

## LEVERAGING

- **ACTESA OCA Activity:** During their partnership in conducting the OCA, ACTESA supported the inception workshop by providing a one-day conference facility for 20 participants as well as travel and accommodation for 24 participants for feedback meetings in Nairobi. Two ACTESA staff contributed in terms of Level of Effort (LOE) while organizing this meeting and providing technical review for the reports. The total cost for the conference, accommodation, and travel for participants was estimated to be more than US\$28,676.
- **ACTESA COMSHIP Review Meeting:** The leverage in this activity came mainly in the form of LOE for the ACTESA seed coordinator and office manager, who provided a technical review of the reports and coordinating logistics for the meeting. ACTESA was in charge of RSVPs and participated in preparation meetings.
- **AFSTA Institutional Strengthening and Learning Activity:** Based on the agreement between the two partners as stated in the terms of reference, Africa Lead significantly leveraged resources from AFSTA to support this activity. AFSTA supported the conference facility, as well as travel and accommodation for board members during the rapid assessment, the feedback and visioning workshop, and the strategic planning workshop.



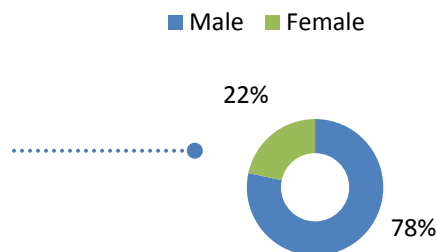
# KENYA MISSION

## YEAR IN REVIEW: FY2016



### KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY3
Number of organizations supported	53	143
Number of trainings conducted	10	20
Number of individuals trained	370	614
Number of food security event participants	383	843
Number of food security events	12	34



### KEY PARTNERS

Knowledge Sharing

Capacity Building

Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
Agricultural Council of Kenya (AgCK)	Gov	Capacity building support, workshop facilitation	
Tegemeo Institute, Egerton University	Research	Organizational Capacity Assessment (OCA)	
Bomet and Taita Taveta Counties	Gov	OCA validation workshop	
Busia, Kitui, Machakos, Bungoma and Nandi counties	Gov	C4C training	
Arid and Semi-arid Lands (ASALs) Counties	Gov	Stakeholder workshop	
Agricultural Policy Analysis Group (APAG)	Research/Academic	Membership participation, advisory support	

### ACTIVITIES

- Organizational Capacity Assessment (OCA) for the Tegemeo Institute, Egerton University.** Africa Lead supported Tegemeo Institute to undertake its Organizational Capacity Assessment (OCA). The purpose of the OCA was to inform the capacity development needs and possible interventions to strengthen institutional capacity of the

Institute to perform its mandate under a changing agricultural landscape. The process, which was a self-assessment, provided Tegemeo an opportunity for internal capacity strengthening through Africa Lead-supported interventions. These included facilitated workshops and technical meetings. The draft findings and recommendations were discussed between the Institute, the Mission, and the university senior management team. A final report that includes a draft capacity development plan has been submitted. In FY 2017, Africa Lead will have further discussions with Tegemeo and the university to finalize the capacity development plan. Based on these discussions, Africa Lead will design capacity development activities to support Tegemeo.

- **Taita Taveta and Bomet County Post OCA capacity support.** Following successful OCAs for the Taita Taveta and Bomet County governments, Africa Lead supported each of these counties to develop individual County Capacity Development Action Plans through consultative workshops attended by county executives, public service board members, and representatives of the County assembly. Africa Lead provided further support to each of these counties by designing and administering two training modules. These included organizational health for managers and project management and implementation. A total of about 150 participants from the top county management benefited from these trainings.
- **Kenya County Champions for Change (C4C) Leadership trainings.** To facilitate County leaders to improve leadership for food security and Comprehensive Africa Agriculture Development Programme (CAADP) engagement, Africa Lead provided C4C trainings to nine Kenyan counties: Siaya, Kisumu, Machakos, Busia, Kitui, Bungoma and Nandi, Kakamega, Vihiga counties. The trainings benefited the top county officials and non-state actors (NSAs) from each county and provided an opportunity for county leaders to identify prevailing food security challenges and to develop action plans to address them. To ensure continued collaboration to implement the County food security agenda, during the trainings Africa Lead also facilitated each county team to develop a “WhatsApp” group chat group to foster collaboration. More than 200 individuals benefited from these trainings.

Following Africa Lead support in FY2015 to Bomet County on C4C training, the County identified weak extension services as one of the food security challenges. During FY16, the County employed 36 new extension service providers and requested that Africa Lead provide customized leadership training to the team before their deployment. The training included the use of information and communications technology (ICT) to enhance wider reach to the small-scale framers. A visit to the County in September 2016 illustrated the impact of this intervention: one of the County extension workers now reaches out to about 800 farmers per day, while before the training it was possible to reach out to only five farmers.

- **Agricultural Council of Kenya (AgCK) for Effective and Evidence-Based Participation in Agricultural Policy Processes.** Africa Lead supported the AgCK through technical and logistical facilitation of issue-based national roundtable consultations with representative NSAs for six value chains: coffee, tea, cotton, sugarcane, beef, and fisheries. Africa Lead also engaged with AgCK to strengthen the organization through design of an organizational strategy and specific policies/documents on membership, representation, and a mechanism for membership engagement. Africa Lead further provided technical assistance to facilitate development of the AgCK strategic plan. In FY2017 Africa Lead will support the AgCK to officially launch the Strategic Plan, and will continue to provide institutional strengthening.
- **Strengthening of national and county linkages in agriculture.** The Institutional Architecture Assessment (IAA) that Africa Lead supported in 2015 examined key systems, processes, and relationships that influence policy development and implementation. It



reviewed the country's multi-sector capacity to drive and participate in policy reforms. In 2016, Africa Lead facilitated an important stakeholder validation process and submitted a final report. The agriculture sector has adopted several of these recommendations, which include policy change and alignment, establishment of an inter-governmental coordination mechanism, and strengthening of a mutual accountability framework. In response to government request, in FY 2017 Africa Lead will provide technical support to the sector to address these three levels of intervention.

- **Kenya Early Generation Seed (EGS) study.** Supported by Africa Lead, the EGS study provided a broad set of stakeholders, public and private, with a current snapshot and trends of the Kenya seed market, including EGS. Through a convening of stakeholders, the study facilitated consensus-based plan of actions to strengthen the role and availability of EGS on a sustainable basis. Africa Lead supported multi- engagements at both the inception of the activity and also after the draft reports was finalized. The process involved several organizations which included farmers, private sector, universities, public research organizations and CGIAR institutions. A final study report outlining key recommendations to enhance EGS availability has now been shared widely.
- **C4C Leadership Training for Resilience and Economic Growth.** Africa Lead, in collaboration with the USAID Agile Harmonized Assistance for Devolved Institutions (AHADI) project, National Drought Management Authority (NDMA), and the USAID Partnership for Resilience and Economic Growth (PREG) team, designed and executed tailored C4C training for six arid and semi-arid land (ASAL) counties. This effort included five Feed the Future (FtF) counties and an additional non-FtF county that the Department for International Development (DFID) supported. To guide the design of the training curriculum, Africa Lead collaborated with AHADI to convene a multi-stakeholder workshop to develop a common vision and agenda for enhancing livestock productivity, as well as the performance of county government through effective policy implementation and enhanced leadership capacity. The workshop brought together more than 60 participants, including County Executive Committees members in the livestock development from Garissa, Turkana, Marsabit, Wajir, Mandera, Tana River, Baringo and Samburu; the Council of Governors; the USAID mission and other development partners; State Department of Livestock; Inter-Governmental Secretariat (IGS); and private sector representatives.

Africa Lead assistance to the C4C trainings was limited to curriculum design and training, while all other costs (including conference packages) and management responsibilities (including logistics) were the responsibility of AHADI, NDMA, and other ASAL partners. A total of about 230 individuals benefited from these trainings.

- **Institutional Strengthening, Policy, and Learning for USAID PREG.** USAID/Kenya requested that Africa Lead provide technical support in designing and implementing a year-long program that would accelerate institutional strengthening, policy, and learning for its PREG initiative and NDMA. Africa Lead's scope of work covered three main objectives: 1) develop and implement a learning agenda for PREG; 2) provide institutional support to NDMA's Pillar 6: Institutional Development and Knowledge Management, in implementation of Kenya's Ending Drought Emergency (EDE) Strategy; and 3) support evidence-based policy and investment choices by EDE stakeholders for building resilience and economic growth in target counties. Africa Lead facilitated and provided support for the PREG learning event, which enabled more than 50 key PREG stakeholders and partners to reflect on their shared vision for change, review the current status of collaboration, and determine clear actions to enhance their collaboration. Based on the learning event and intense

consultations, Africa Lead finalized the development of the scope of work for activities under this program that will be undertaken during FY 2017.

## LEVERAGING

- ▣ **Resilience C4C Trainings in Six ASAL Counties:** Africa Lead has partnered with AHADI to undertake the resilience C4C trainings in six counties in Northern Kenya. Africa Lead assistance to the C4C trainings was limited to curriculum design and training. All other costs (including conference packages) and management responsibilities (including logistics) were the responsibility of AHADI, NDMA and other ASAL partners. Leverage by AHADI included: other direct costs (ODCs), the cost of trainers, level of effort (LOE) for training preparation, and mobilization and accommodation for County officials and participants. At the county level, leverage included time spent by the county executive members (CEC) during preparation and planning for the C4C trainings. It is estimated that the CEC spends an average of three days planning and coordinating for each training. DFID assumed all training costs for Mandera County, which is a non FtF county. The total leverage was about US\$130,956.33.



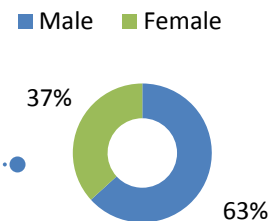
# MOZAMBIQUE MISSION

## YEAR IN REVIEW: FY2016



### KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY3
Number of organizations supported	-	119
Number of food security event participants	-	1472
Number of food security events	-	23



### KEY PARTNERS












Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	CLUSTERS
Ministry of Agriculture and Food Security (MASA)	Gov	 
Ministry of Land (MITADER)	Gov	
Ministry of Industry & Trade (MIC)	Gov	
Mozambique Tax Authority (Autoridade Tributária/AT)	Gov	
Electricidade de Moçambique (EDM)/Ministry of Mineral Resources and Energy (MIREME)	Gov	 
Confederation of Trade Associations (CTA)	NGO	 

### ACTIVITIES

- Support to New Alliance Matrix Refresh.** SPEED reviewed the current status of the New Alliance framework by using the 2014/5 New Alliance annual report, and then cross referencing potential and actual reforms with government policies, the Public Private Dialogue Matrix, and Ministry of Industry and Commerce (MIC) and World Bank's Doing Business objectives, before selecting reforms that align with the New Alliance's overall vision and objectives and plotting these against impact and feasibility criteria. SPEED produced an updated draft policy matrix that retains four policies from the previous matrix and adds new proposed reforms. During this process of SPEED's ongoing engagement with the Ministry of Agriculture and Food Security (MASA), it became clear that MASA was not in



favor of updating the matrix. The analysis was therefore shared with USAID and MASA along with recommendations for future items for inclusion, and no further work was undertaken by SPEED.

- ▣ **Gathering of Inputs for the 2015/6 New Alliance/Grow Africa Joint Annual Report.** SPEED engaged with MASA, Grow Africa, and the donor community to coordinate the process of gathering inputs for the 2015/6 New Alliance/Grow Africa Joint Annual Report. SPEED's contribution focused on the implementation of the New Alliance policy reforms and the compilation of the overall country report based on input provided by Grow Africa and French Cooperation. Based on inputs received from the Ministry of Land, Environment and Rural Development (MITADER), the Ministry of Economy and Finance (MEF), and MASA about the implementation of the policy commitments, limited progress was made in two reforms out of eight that are still to be completed.
- ▣ **Support to the Ministry of Agriculture and Food Security.** SPEED supported MASA by providing an advisor to the minister as MASA works to revamp its strategies to create an adequate environment to promote private investment and to allow the private sector to develop to its full potential in the agribusiness and food security sector. The SPEED-appointed adviser concentrated on strategic policy development by contributing to the design and implementation of strategies that will ensure the implementation of government's key action plans - Economic Plan for the Development of the Agriculture Sector (PEDSA) and National Agriculture Investment Plan (PNISA). The advisor led the process of drafting the Operational Program for Agricultural Development (PODA) and supported the PODA by researching underlying issues and solutions affecting the agriculture sector. This component of the Program was popular with government counterparts, but proved difficult to manage and results were difficult to quantify.
- ▣ **Organization of a Workshop on Agriculture Transformation.** Working with Michigan State University (MSU), SPEED organized a workshop on methods of increasing value-add "off of the farm" to create employment opportunities, thereby driving broader growth that is sustainable and beneficial for farmers, agribusinesses, and consumers. The workshop, led by economist Prof. David Tschirley, focused largely on the change in African diets, caused by economic growth and a corresponding increase in disposable income, as an opportunity for agricultural transformation. Participants noted that, for Mozambique, transforming the agricultural potential of the country could only be achieved on a large scale, requiring broader consideration of the comparative size of the economy. The workshop provided an opportunity for the country's leading thinkers to reflect on Mozambique's opportunities and challenges and to consider solutions that could influence the direction of the agriculture sector. Co-hosting the seminar with MSU provided an opportunity for SPEED to influence a positive reform agenda.
- ▣ **Support to a Forum on the Past 25 Years in Agriculture, Trade, and Business in Mozambique.** SPEED supported an evening discussion forum that attracted more than 80 stakeholders from the public, private, and social sectors. The event provided outgoing USAID Agriculture, Trade and Business (ATB) Department Director Tim Born an opportunity to reflect on his 25 years of experience in economic development in Mozambique. The talk made a strong case for a private sector and market-driven reform agenda and provided an opportunity for the country's leading thinkers to reflect on the opportunities the country has, the challenges it has faced and what has been done to overcome them, and the direction the country should take. This was an opportunity for SPEED to influence a positive reform agenda. These types of forum can be used to raise specific business environment concerns for which there may not be a specific request from a program partner, and to provide expert opinion to steer government and other stakeholders.



- **Completion of a Study to Assess the Role of the State in Agriculture.** At the request of the private sector (Commercial, Industrial and Services Association [ACIS] and the CTA), SPEED completed a study to assess the role of the state in agriculture, comprising interviews with key stakeholders in the public and private sector, a literature review of all agriculture-related government policy/strategy documents, a literature review of the history of, and best practices regarding, the role of states in agriculture, a review of successful agriculture development models in Africa, and preliminary mapping of existing government owned/managed agriculture operations in Mozambique. The results were presented to the public and published on SPEED's website. SPEED worked on this topic due to requests received from the private sector. However, as analysis began it became increasingly clear that the CTA considered the topic highly politically sensitive. USAID continued to encourage SPEED to research this area but it eventually became clear that, while ACIS was still interested in the work, CTA was actively opposed to it.
- **Support for Development of a Market for Fertilizer.** SPEED supported the fertilizer sector by analyzing the constraints affecting fertilizer along its value chain. The analysis was well-received and equipped stakeholders including the fertilizer platform with a list of recommendations which could be implemented. However, work stalled due to the insistence of some members of the platform that new legislation was required and this led to internal divisions within the group. Because of this division focus has been distracted away from the recommendations of the study, many of which, if implemented, could have a significant positive impact on the sector. The proposed legislation remains stalled at draft stage. Unfortunately, while the National Fertilizer Association (AMOFERT) has been supported by SPEED to develop as an organization and equipped with a reform roadmap that could positively impact the sector, this progress has been hampered by internal divisions within the group, and concrete results have not been forthcoming.
- **Support for and Attendance at the 8th Land Forum.** SPEED supported and attended to the 8th Land Forum in Beira in October 2015. The Land Forum provided the opportunity for more than 300 private sector, public sector, and civil society participants to discuss challenges around access to land. Following the Land Forum's recommendations, the MITADER minister requested that SPEED engage a team of consultants to improve and revise the draft decree for Cessão de Exploração and to provide a guide (comments and road map) on the process required to harmonize the various legal instruments related to the Land Law in terms of definitions, concepts, and procedures for transmission. Revision of the draft land leasing regulation was completed and submitted to MITADER, which then submitted the draft to its technical and consultative commissions, relevant government authorities such as MASA, and the Attorney General's office for review. Their evaluation was positive, though some are still opposed to the principle of leasing. MITADER continues with high-level consultations before submission of the regulations to the Cabinet for final approval.
- **Support for the Evaluation, Redesign, and Modernization of Procedures for Companies to Establish New Electricity Connections.** The Mozambique Electricity Company (EDM) requested SPEED's support to evaluate, redesign, and modernize the current procedures for companies to establish new electricity connections. The project had two phases: 1) revision and diagnostics of the current process were undertaken to establish a new streamlined approach intended to be both less time consuming and cheaper. Secondly to support EDM in implementation of the results and recommendations developed. SPEED worked closely with EDM and the Ministry of Industry and Commerce (MIC) to propose changes designed to make the new electricity connection process for firms more cost effective and responsive. The proposal was reviewed and validated by EDM's

Executive Board and the National Directorate of Electrical Energy (DNEE), of the Ministry of Mineral Resources and Energy (MIREME). The Council of Ministers approved the proposed reforms on April 13, 2016, conferring on them legal validity.

- ▣ **Study on Extralegal Barriers to Employment of Foreigners.** Concerned with the impacts of extralegal barriers particularly on small- and medium-sized enterprises (SMEs) in the agriculture sector, ACIS and CTA requested that SPEED undertake a study to determine the scope of the problem and to provide a better understanding of the context. A corresponding report focused on 1) the need for the Government of Mozambique to be seen as responsive to citizen concern by limiting the number of foreigners in the country; and 2) the common perception of employment and immigration is that they are one cohesive issue when they are separate and should be treated as such. The study was presented at a meeting of the donor working group on private sector (PSWG) and at a joint meeting of business and the diplomatic community. It was agreed that the matters raised would be addressed with the relevant government departments through public-private dialogue as well as raised by the donor and diplomatic communities through their own channels.
- ▣ **VAT Workshop for CTA.** CTA requested SPEED's assistance in explaining the mechanics of VAT and the impact of exemptions to CTA members who have been demanding exemptions for their sectors and products (indicating a lack of understanding of the tax). SPEED and Price Waterhouse Coopers delivered a workshop and supporting documentation to explain the mechanics of VAT and the impact of exemptions to CTA members. However, CTA continues to advocate for the approval of a bill that seeks to extend VAT exemptions in the production and commercialization of all agriculture produce, despite the complications that such a measure will bring in terms of internal management of rebates as well as the pressures that such a measure will exert on government resources. It is important to understand all the reasons behind a request and the types of lobby which may be affecting potential outcomes before embarking on an activity.
- ▣ **Institutional Support to CTA.** To strengthen the quality of services provided to its membership, SPEED provided capacity development support to CTA throughout the Program, including providing a policy analyst, supporting the salary of the Executive Director, and providing technical assistance on demand. In addition to those technical support activities, institutional support activities include: working with CTA to establish financial systems and policies to comply with USAID's financial requirements, ensuring the adoption of written financial policies, and building organizational capacity around contract and financial management; and supporting a legal consultancy as part of change management process to help CTA implement its strategic and operational plans more efficiently. As a result, CTA has improved its negotiation power with government and is better able to represent the private sector's interests. The financial policies developed by consultants SPEED provided are being implemented. Both CTA management and staff show commitment to put into practice the new financial policies.
- ▣ **Support for Public Participation in Policy Law.** SPEED participated in a meeting called by a civil society support foundation (MASC) that included representatives of the private sector and civil society organizations and aimed to re-ignite the process of getting the public participation in policy law passed. At a follow-on meeting, MASC reported that it had contacted Members of Parliament (MPs) representing all three main political parties. The general first impression they received from the MPs was one of resistance toward such legislation, mainly due to the fear that this law would diminish parliament's role as a representative of the people. Parliamentarians were reportedly not aware of other countries that have implemented this type of legislation, and have the perception that civil society generally "causes trouble". SPEED provided MASC with an advocacy plan and engaged in



ongoing dialogue with MASC, ACIS and CIP to encourage them to seize the opportunity arising from the crisis to push this reform forward.

- ▣ **Increased Communications Efforts.** SPEED continued to engage actively with social media (Facebook, LinkedIn, and Twitter) to disseminate information about policy change issues. SPEED staff and invited contributors including visiting consultants and economic commentators contributed 44 blogs in the third quarter of 2016, and a total of 266 over the life of the Program under AL II. SPEED also expanded from 11,820 followers on Facebook at the end of Raise+ to more than 18,700 at the end of Q3 2016; forged more than 1,300 connections on LinkedIn; and attracted 162 followers on Twitter. SPEED actively partnered with the USAID-supported Trade Law Centre to increase coverage and distribution of blogs and other public materials, and its newsletter, SPEEDFlash, was published regularly and distributed to more than 1,000 people.
- ▣ **Support for the Mozambique Economic Forum.** The first Mozambique Economic Forum (Mozefo) panel on agriculture and agribusiness took place in early 2015. As a result of the strategic partnership developed during Agro.Biz, Soico asked SPEED to provide a high-level keynote speaker-Professor David Tschirley of MSU, who presented on the possible effects of the resource boom on the movement out of agriculture, and on incomes in the farming- and non-farming sectors. SPEED also took part but did not provide speakers in subsequent panel discussions and the main MOZEF0 forum at the end of 2015. Professor Tschirley, Rafael Uaine (MSU), and Maria Nita Dengo (SPEED) also took part in a televised debate on the future of agriculture in Mozambique.

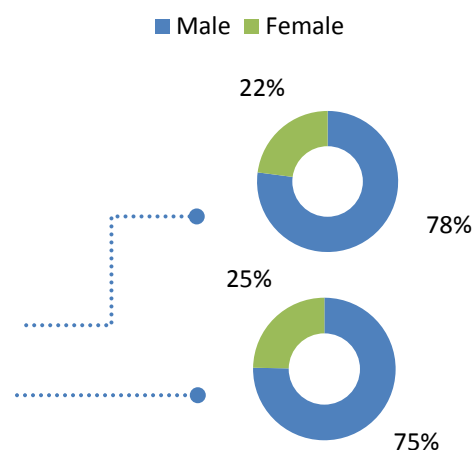
# TANZANIA MISSION

## YEAR IN REVIEW: FY2016



### KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY3
Number of organizations supported	-	104
Number of trainings conducted	-	4
Number of individuals trained	-	109
Number of food security event participants	-	242
Number of food security events	-	6



### KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
Policy Analysis Group (PAG)	Research/ Academic	Meeting facilitation	
Platform for Agricultural Policy Analysis and Coordination (PAPAC)	Gov	Champions for Change (C4C) training, technical assistance in communication strategy	
Sokoine University Graduate Entrepreneurs Cooperative (SUGECO)	Research/ Academic	Technical assistance in communication strategy	

### ACTIVITIES

- Institutional Strengthening Support to Tanzania's Platform for Agriculture Policy Analysis and Coordination (PAPAC).** Africa Lead conducted an initial five-day transformative leadership training tailored to 32 staff of the PAPAC, the Tanzania government's cross-ministerial body responsible for coordinating agriculture policy development within the framework of Comprehensive Africa Agriculture Development Programme (CAADP) and Malabo Declaration goals. The customized training focused on bringing together the various policy analysts and staff across multiple agencies to outline a strategy for advancing the government's strategies for developing and sharing evidenced-





based policy research. Additionally, the training confirmed the previously identified need for a coherent communication strategy for PAPAC to effectively and efficiently implement their ambitious mandate. Following the training, Africa Lead collaborated with PAPAC to complete a communication strategy as part of the institutional strengthening support.

- **Development Objective 2 (DO2) Partners Meeting.** Africa Lead provided facilitation support and participated in the Annual DO2 Partner’s Meeting for USAID/Tanzania, the theme of which was Working with Local Institutions: Experience Sharing and Best Practices. The meeting served as a platform for sharing USAID project experiences and fostering collaboration among partners. A total of 122 participants representing government, development partners, and USAID attended the annual event. The meeting featured 17 presentations on current and cutting-edge initiatives as well as a morning of speed dating to catalyze new partnering relationships.
- **An Expanded Training of Trainers (ToT) Course.** Africa Lead recruited and trained 13 leadership and capacity-building training professionals from across Tanzania. This ToT course is part of a larger effort to meet the demand for qualified training professionals upon which USAID Tanzania and other bilateral partners can rely to facilitate trainings and events that advance change in the agricultural sector in Tanzania. The introductory ToT course for Tanzania was conducted and facilitated by two trainers who went through the same course in 2014 and 2015. In addition, five trainers were selected to participate in the advanced ToT course in curriculum design, coaching, and mentoring in Kenya for 20 Africa Lead trainers from East and West Africa. The five trainers are expected to cascade the Advanced ToT course to the existing cadre of trainers in the first quarter of FY 2017.

To date, Africa Lead currently has a roster of 30 qualified trainers in Tanzania, and half of them have been able to facilitate customized Champions for Change (C4C) Leadership Training to more than 540 policy makers and stakeholders, including Members of Parliament, directors at the Ministry of Agriculture, Food Security and Cooperatives (MAFC), local government officials, and leaders of community-based organizations (CBOs).

- **Women and Youth Media Activity in Tanzania with Project Partner, Media for Development International (MFDI).** Following an extensive and competitive procurement exercise, Africa Lead contracted MFDI to conduct a media campaign to creatively inspire Tanzanian women and youth to think about agricultural leadership, entrepreneurship, and agribusinesses across agricultural value chains. As a result, over the past year MFDI carried out a participatory script development process (including Tanzania agricultural non-state actors, government, and other agricultural organizations and leaders) to gather agricultural-focused story themes. MFDI then developed scripts and produced a radio drama as well as two feature-length dramatic films focused on the title of “*Kumekucha*,” which means “It’s a new day” in Swahili.

MFDI launched *Kumekucha* with a major press conference including USAID representatives and Tanzania’s Ministry of Agriculture Livestock and Fisheries in July 2016. The *Kumekucha* radio program is now broadcast weekly across Tanzania with four radio partners and will run until July 2017 for a total of 52 episodes.

- **Impact Evaluation for Tanzania Women and Youth Media Activity.** Africa Lead contracted Ipsos Tanzania during this program year to assess the impact of the Women and Youth Media Activity. The primary goal of the evaluation is to measure the impact of the MFDI radio and other media campaigns in changing the perceptions, attitudes, and behaviors of women and youth in regards to participating in agriculture and/or agri-business. In August 2016, Ipsos successfully conducted a baseline survey and presented their



findings. The major key findings from the baseline research are that 1) contrary to expectations, attitudes toward agriculture as a livelihood activity are positive among both youth and women; 2) radio was identified as the best medium for sharing information; and 3) most importantly the study will be helpful not only for the MFDI campaign, but also for current and future USAID programming.

- **Organizational Capacity Building Support to Sokoine University Graduate Entrepreneurs Cooperative (SUGECO).** Africa Lead hired two consultants to provide organizational capacity assistance to SUGECO. The two consultants offered technical assistance in the following areas: 1) design of an agribusiness internship and incubation model; and 2) development and operationalization of networking, partnership, and communication strategy. The work started in Q4 and will continue through the first quarter of FY 2017. Initial findings are that SUGECO can become a “go-to” organization among institutions that support internship programs and that its incubation program can serve as a model in Tanzania and East Africa.
- **C4C training to the Manyara and Mbeya Local Government Authority (LGA) in Tanzania.** In an effort to scale up the number of LGAs that understand the status and challenges of food and nutrition security in Tanzania, USAID/Tanzania tasked Africa Lead to develop and deliver a five-day course specifically directed toward the District Facilitation Teams (DFTs) that are responsible for the development and implementation of the District Agricultural Development Plans (DADPs). The C4C Leadership Training for LGAs was conducted in seven regions: Arusha, Dodoma, Iringa, Manyara, Mbeya, Morogoro, and Zanzibar between August and November 2015. The training brought together a total of 247 participants across 48 different districts. The final part of the training includes Manyara and Mbeya. The major lesson learned is that there is a need to offer similar training to the District Executive Directors and other LGAs such as Regional Administrative Secretaries, as they are key players in decision-making. They have a crucial role in overseeing the implementation of policies and plans at the district levels. Africa Lead has planned a similar learning event for these two cadres in FY 2017.
- As part of Africa Lead’s effort to facilitate evidence-based and inclusive agriculture policy development, the project supported Tanzania’s Policy Analysis Group (PAG) in organizing the second Annual Agricultural Policy Conference (AAPC). As a member of PAG in Tanzania, **2nd Annual Agricultural Policy Conference (AAPC) in Tanzania.** the project provided facilitation and communications support to bring 129 key agricultural sector stakeholders to the AAPC, including 40 government officials, two permanent secretaries and other ministerial directors, 32 private sector representatives from national and regional trade and farmer Associations, 10 development partners, and 47 nonprofit organizations.
- **Strengthening NSA Engagement in CAADP Processes.** Africa Lead supported and facilitated a sensitization workshop for coalitions of Non-State Actors (NSAs) in Tanzania. The objective of workshop was to improve awareness and to strengthen the knowledge and capacities of NSAs on CAADP-related policy frameworks. The meeting also emphasized the importance of developing appropriate mechanisms to engage NSAs and to ensure the effectiveness of that engagement in the CAADP process. The NSA networks also learned how to map stakeholders and track their relationships with other organizations in a platform called Agri NSA Map. The stakeholder maps provided a visual tool to help NSAs connect and leverage relationships between and among each other to meet their technical, funding, and other resource needs. The workshop also offered an opportunity to strengthen ongoing NSA engagement on CAADP through support for public dialogue, research, policy analysis, and advocacy to inform policies, planning, and investments.



## LEVERAGING

- ▣ **2nd Annual Agricultural Policy Conference (AAPC):** The Annual Agricultural Policy Conference is organized by the Policy Analysis Group (PAG). The PAG comprises more than 12 non-voluntary local and international institutions including the Ministry for Agriculture Livestock Fisheries. To make the event a success, each member had a focus ranging from the technical aspect to in-kind support to financial support. Africa Lead provided support in facilitation and communications (branding) of the event. However, other institutions such as USAID SERA, USAID Monitoring and Analysing Food and Agricultural Policies (MAFAP), and the Non-State Action Forum (ANSAF) provided support in funding the venue and conferencing. The Regional Strategic Analysis and Knowledge Support System (ReSAKSS) handled allowances for Government of Tanzania participants. The Economic and Social Research Foundation (ESRF) provided in-kind support for a press release, and Michigan State University managed the overall program and the preparation of name tags. The Ministry of Agriculture Livestock and Fisheries contributed through level of LOE that included programming the event and managing RSVPs.
- ▣ **Tanzania Women and Youth Media Activity:** Africa Lead contracted MFDI to conduct the multimedia campaign that creatively inspires Tanzanian women and youth to think about agricultural leadership, entrepreneurship, and agribusinesses across agricultural value chains. As part of leveraging for this activity, MFDI used its existing network agreements with broadcasting radio and television stations to negotiate relatively low-cost charges for program airtime.

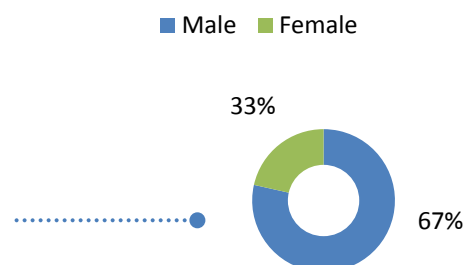
# WEST AFRICA REGIONAL MISSION

## YEAR IN REVIEW: FY2016



### KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY3
Number of organizations supported	34	130
Number of food security event participants	58	270
Number of food security events	2	7



### KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
West and Central African Council for Agricultural Research and Development (CORAF/WECARD)	Research/Academic	Institutional audit, including organizational capacity assessment (OCA), presentation to Board	
Economic Community of West African States (ECOWAS)	NGO	Support Regional JSR process, including workshop facilitation	
Economic Community of West African States Agricultural Policy (ECOWAP) Gender Group	Gov	Technical assistance on integrating gender with climate-smart agriculture,	
Permanent Interstates Committee for Drought Control in the Sahel (CILSS)	Research	Technical assistance on M&E	

### ACTIVITIES

- Operationalization of M&E platform for CILSS.** A 10-month technical assistance program to support the CILSS to configure, implement, and leverage an optimal monitoring and evaluation (M&E) solution culminated in a one-week on-site training in December 2015 in Ouagadougou. Seven members of the CILSS M&E team from all project sites participated in this workshop. Through its subcontractor, C2D, Africa Lead configured the Paradox Box™ information management platform, held user acceptance tests and training in Ouagadougou



in July 2015, and delivered a French-language user guide for the M&E module of The Paradox Box™ to CILSS in October 2015.

This customized M&E system allows CILSS to enter and track performance indicators, set baseline and target values for their program components, projects, and store and integrate data from multiple sources. The CILSS M&E team confirmed that their work has improved significantly with the use of the system which has reduced the time needed to manually input and analyze data by about 50 percent. Because of this tool, CILSS staff will be better able to implement the policies and programs that have been prioritized for the region. Africa Lead is currently administering a 12-month post-implementation support to ensure that the platform is fully customized for CILSS activities. The project has subcontracted C2D to establish a customized M&E system for CILSS as well as coordinate and supervise the process.

- **Institutional Audit of the West and Central African Council for Agricultural Research and Development (CORAF/WECARD).** Africa Lead facilitated an institutional audit to support the West and Central Africa Council for Agricultural Research and Development (CORAF) to become a high-performing learning organization and deliver better services to its stakeholders. CORAF is currently at an organizational turning point and Africa Lead is assisting the institution to manage this change process. The audit analyzed CORAF's institutional structure and mode of operation, and the resulting report included recommendations on ways to ensure greater consistency between CORAF's work and its mission, as well as specific suggestions on how to better plan for long-term financial organizational sustainability.

In Q2 and Q3, the team presented key findings and high-priority recommendations of the institutional audit to 12 governing board members and eight CORAF senior management staff in Dakar, Senegal. During the meeting, the board discussed the audit recommendations and agreed to move forward with actions related to financial sustainability and organizational management.

- **Organizational Capacity Assessment of the Réseau des Organisations Paysannes et de Producteurs Agricoles de l'Afrique De L'ouest (ROPPA).** Africa Lead conducted an assessment of ROPPA's Executive Secretariat in Ouagadougou, Burkina Faso in February 2016 to better understand and to tailor the USAID/West Africa capacity development program. The objectives of the assessment were to review and analyze the organizational structure of ROPPA; describe and detail what ROPPA is doing as a regional body; and to map its clients, members, and stakeholders and how they fit into the organization. The team's findings illustrated that ROPPA is a healthy and vibrant organization that is well-respected and well-structured with tremendous backing and political buy-in from financial and technical partners since 2000. It has documented its guidelines and policies, maintains a good reputation among the international community, and ranks well alongside the other regional farmer-based organizations. The Africa Lead team presented the key findings and recommendations of the report to USAID to serve as a reference document for future capacity development assistance to ROPPA.
- **Facilitation of the first assessment of West Africa's Regional Agricultural Policy, under the Economic Community of West Africa Policy (ECOWAP).** In November 2015, Africa Lead co-organized and provided logistical support to the International Conference on Agriculture in West Africa, which also included side Regional Joint Sector Review meetings and the Rice Business Meeting. This conference brought together more than 400 participants from diverse sectors and countries to review the progress of ECOWAP, a regional policy under CAADP/NEPAD that resulted from in-depth dialogue between the

member states and local non-state actors, well as the contribution of financial and technical partners. Regional agricultural stakeholders also reviewed the West African Agricultural Productivity Program after seven years of implementation and mobilized technical and financial partners around the sustainable revitalization of rice production in West Africa.

The Africa Lead team, in collaboration with the International Food Policy Research Institute/Regional Strategic Analysis and Knowledge Support System (IFPRI/ReSAKSS), supported the review of commitments made by regional non-state actors including civil society organizations, the private sector, farmer-based and producer organizations, as well as the recently formed ECOWAS Gender Group. Simultaneously, Africa Lead provided logistics for the Regional Rice Business Meeting to mobilize regional and international actors around rice issues. The group of stakeholders who met to discuss rice issues in the region prepared a declaration on financing the regional strategy for a sustained revitalization of sustainable rice production in West Africa.

▣ **Facilitation of the West African Regional Agriculture Policy Reformulation Process.**

Africa Lead, in partnership with IFPRI, continued to support ECOWAS in 1) developing and reviewing technical guides for the assessment and revision of first generation of National Agriculture Investment Plans (NAIPs) and Regional Agricultural Investment Program (RAIP); and 2) formulating second-generation NAIPs and RAIP. Africa Lead facilitated and provided logistics for a regional Monitoring Task Force workshop from April 26-27 in Accra, Ghana to deliberate on technical input for a steering committee meeting held in June during the ECOWAS regional workshop in Abidjan.

Africa Lead also partially provided logistics support for an ECOWAS regional workshop on NAIP and RAIP formulation processes from May 30 to June 2, 2016 in Abidjan, Cote d'Ivoire, in addition to managing the organization of two key workshops to accelerate the RAIP reformulation process. The first workshop profiled indicators and targets for 2016-2025 and aimed at validating key documents required for monitoring the implementation progress of RAIP 2.0. The second meeting aimed to improve the “Strategic Policy Framework 2025” document as framework for defining RAIP-2.0 five-year strategies (2016-20 and 2021-25) to be submitted for consultation in November 2016 under the framework of the Advisory Committee on Agriculture and Food (ACAF).

- ▣ **Policy-Relevant Research.** In Q2, Africa Lead organized a briefing meeting with the ECOWAP Gender Group to develop a strategy for integrating gender into climate-smart agriculture (CSA) programs in the region and document this approach in a white paper for broad dissemination. In the meeting, the Gender Group articulated the necessary evidence-based pathways from CSA actions to top-line outcomes. During Q3, Africa Lead conducted desktop research and produced a white paper to serve as a policy tool that will help regional partners and ECOWAS align with common directions being pursued in West Africa. This work supports the CSA systems which are projected to have meaningful impact on sustainable reductions in hunger and extreme poverty. In addition, the paper further underscores the importance of the ultimate goal of mainstreaming gender in CSA programs and practices in West Africa. It also stresses the equal benefit for both men and women from any interventions in the agricultural sector — and in turn, to reduce risks linked to climate change. USAID/West Africa will present this paper to its stakeholders and ECOWAS to use it as an advocacy and policy tool with technical and financial partners.



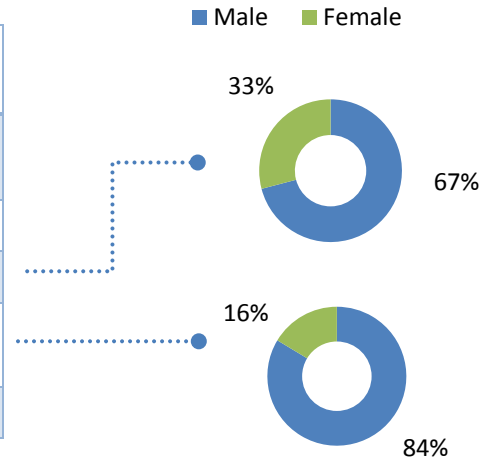
# DRC MISSION

## YEAR IN REVIEW: FY2016



### KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY3
Number of organizations supported	34	65
Number of trainings conducted	1	2
Number of individuals trained	22	55
Number of food security event participants	38	165
Number of food security events	2	5






### KEY PARTNERS



ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
GIBADER (Donors Group)	Donor	Technical and logistical support	
Collègue Agriculture et développement rural of the office of the Prime Minister	Gov	Participations in regional events, trainings	
Groupe Thématique 9 (GT9) committee	Gov	Technical and logistical support to the GT9 committee's meetings	
Collège Agriculture et Développement rural	Gov	Participation in regional policy forums related to CAADP and the Malabo declaration	
Federation of Congolese Enterprises (FEC)	Private sector	Training and participations in Regional policy forums and trainings	
CEMALA (Commission d'Elaboration des Mesures d'Application de la Loi Agricole)	Gov	Logistical and technical support to the review of agro inputs related provisions	
National Coffee Office (ONC)	Gov	Facilitation of the PICAL/OCA	



CONAPAC	Apex Farmer Organization	Participation in regional policy forums and C4C trainings	
Ministry of Rural Development	Gov	Participation in C4C trainings	
Ministry of Planning	Gov	Participation in trainings, technical support to GT9 secretariat	

## ACTIVITY OVERVIEW

- **Fifty-two Food Security Champions for Change (C4C) Trained.** To accelerate the transformation of the Congolese agriculture sector through capacity building of individuals charged with agriculture within the country, Africa Lead organized two leadership training short courses and trained a total of 52 food security champions during FY16. These champions will instigate transformation within their respective organizations for better decision-making to transform agriculture in DRC. Trained champions included senior managers from government institutions, the private sector, civil society organizations, and farmer organizations involved in the DRC’s agricultural transformation process. In keeping with Africa Lead’s objectives to enhance leadership and organizational capacity for the public and private sector and nongovernmental organizations, these trainings enhanced participants’ leadership skills to lead and manage change within institutions. Africa Lead successfully introduced the “Champions for Food Security” concept in the development landscape of the DRC.
- **Participatory Institutional Capacity Assessment and Learning (PICAL) for the National Coffee Office (ONC).** Africa Lead facilitated a Participatory Institutional Capacity Assessment and Learning Index (PICAL) for the ONC. Africa Lead added the PICAL methodology to its organizational capacity assessment tool kit and successfully facilitated this learning activity with ONC senior management. This new self-assessment approach involved assessing other organizational performances lenses not traditionally examined with the OCA. As such, results of the assessment were drawn from four dimensions of institutional capacity development: (i) demand for organizational performance; (ii) organizational learning capacity; (iii) administrative capacity; and (iv) system-strengthening capacity. The findings of the PICAL will inform the creation of a capacity development plan for the ONC, which will include concrete actions to be implemented to empower the ONC and enable this institution to deliver the best services for the performance of the DRC coffee sector.
- **Policy Forum on Agro Input Regulation.** In the DRC, the Agriculture Law was promulgated by the head of state in 2011, but implementing rules and regulations for the law are yet to be finalized. The *Commission d’Elaboration des Mesures d’Application de la Loi sur l’Agriculture* (CEMALA), which is the commission in charge of Agriculture Law implementing rules and regulations, has drafted provisions that need to be finalized and presented to the Prime Minister for signature. To support CEMALA efforts, Africa Lead facilitated a policy forum to finalize the provisions related to agricultural inputs. It is expected that the government will review and ultimately implement the provisions once they have been approved.
- **Workshops of the GT9 and Follow-up Meetings.** The Groupe Thématique 9 (GT9) is a consultative body created to support the implementation of the government’s growth strategy and poverty reduction plan (*Document de Stratégie de Croissance et de Réduction*



de la Pauvreté). Throughout the year, Africa Lead supported the Ministry of Agriculture, Livestock, and Fisheries to organize two quarterly GT9 meetings. Africa Lead coordinated all preparatory meetings held by the GT9 steering committee and covered the logistical costs for 80 participants. The Minister of Agriculture presided over the first meeting, shared results, and planned interventions for the rest of the year. The Government of the DRC outlined policy priorities to be implemented in the latter half of the year, which provided a platform for donors to agree on funding certain actions.

- **Meetings for the Multi-Donor Group on Agriculture and Rural Development (GIBADER).** As part of Africa Lead’s strategic engagement with the GT9, the project also assumed the secretariat and coordination role of the *Groupe Inter Bailleurs de l’Agriculture et Développement Rural* (GIBADER) and organized and facilitated the first GIBADER quarterly meetings throughout the year. Africa Lead provided logistical support and played the secretariat role, which included coordination for all meetings held. The objective of these meetings was to enable donors in the agriculture sector to align their interventions and provide complementary technical assistance to enhance government institutional capacity and accelerate implementation of key activities. Additionally, as the current chair/leader of GIBADER, USAID hosted two donor coordination meetings during Q4 with Africa Lead support as part of the quarterly meetings. As part of the strategy for implementing the country’s National Agricultural Investment Plan, the donor group established the government’s efforts to conduct feasibility studies as prerequisites for any additional funding for agro-industrial park projects, and as part of efforts to align interventions with the African Development Bank’s new strategy for African agricultural growth. The involved parties decided not to fund agro-industrial parks until this recommendation is implemented. A result, the World Bank is funding two feasibility studies for new agro-industrial parks in Equateur and Haut Katanga Provinces.
- **Facilitation of Participation of DRC Delegation in the African Green Revolution Forum (AGRF).** Africa Lead supported the participation of a delegation from the DRC -- including representatives from the Government, the private sector, and civil society organizations representing the Office of the Prime Minister, the Ministry of Agriculture, the Federation of the Congolese Enterprises (FEC), and the Confederation of Congolese Farmer Organization – to attend the sixth AGRF, which was held in Nairobi in September with more than 1,500 delegates from 40 countries. The theme of this year’s forum was “Seize the Moment: Securing Africa’s Rise through Agricultural Transformation,” building on a campaign launched at the 12th Comprehensive Africa Agriculture Development Programme (CAADP) Partnership Platform meeting in Accra, Ghana in April 2016.

This effort contributes to strengthening the ability of participants to engage on these issues productively at a continental and regional forum and build mutual accountability. The activity focused on creating strategic opportunities for non-state actors and government officials alike to strengthen their networks and collaborate with partners on the continent. As a result, participants now have the knowledge needed to advance CAADP implementation at the national level and lead in ensuring that DRC agriculture policies align with the Malabo declaration. Africa Lead will continue to support this delegation in implementing their actions to move forward campaign strategies to accelerate agricultural growth.

- **Political Economy Analysis (PEA) and Recommendations to Support Agriculture Sector Revitalization.** Africa Lead conducted a problem-focused political economy analysis focusing on four national-level agricultural policy challenges in the DRC: 1) inter-ministerial coordination on agricultural policy and strategy issues; 2) the legislative and regulatory framework for agricultural inputs, with particular focus on the draft Seed Law and the

Agriculture Law of 2011; 3) foreign concession ownership and investment, with a focus on Articles 16 and 82 of the Agriculture Law of 2011; and 4) the mandate, services, and taxes of the National Coffee Office. As a result of the analysis, Africa Lead made recommendations to strengthen and advance evidence planning, mutual accountability, coordination, and inclusiveness in the agricultural sector.



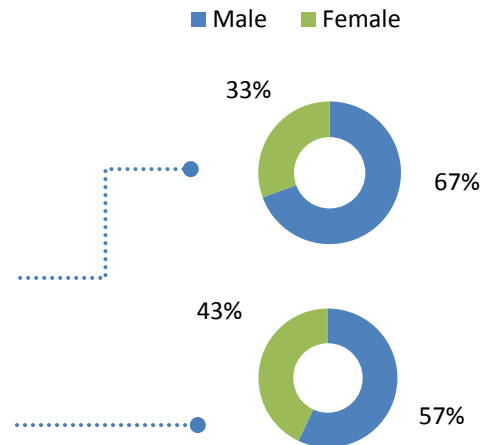
# GHANA MISSION

## YEAR IN REVIEW: FY2016



### KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY3
Number of organizations supported	105	232
Number of trainings conducted	3	12
Number of individuals trained	119	330
Number of food security event participants	277	781
Number of food security events	3	24



### KEY PARTNERS



Knowledge Sharing






Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
Africa Youth Network for Agricultural Transformation (AYNAT)	NGO	Capacity strengthening, policy dialogue	
Inland Culture Fisheries Association of Ghana (ICFAG)	NGO	Capacity strengthening, policy engagement	
Business and Development Consultancy Centre (BADECC)	NGO	Capacity strengthening, policy engagement	
Savanna Integrated Rural Development Aid (SIRDA)	NGO	Capacity strengthening, policy engagement	
Ashesi University	University	Agribusiness leadership internship program, C4C leadership course	
Ghana Livestock Development Network	NGO	Logistical support, policy dialogue	
Private Enterprise Federation (PEF)	Private Sector	Capacity development grant	
Agribusiness in Sustainable Natural African Plant Products (ASNAPP)	NGO	Institutionalize Internship Partnership Network (IPN)	

University of Ghana	University	Technical assistance to support USAID grant program	
Champions for Change Agricultural Advisory Services Network (AASN)	NGO	Mini-parliament workshop	
Savanna Agricultural Research Institute (SARI)	Research	Results-based management (RBM)/monitoring and evaluation (M&E) short course	

## ACTIVITIES

- ▣ Collaboration with the West Africa Civil Society Institute (WACSI) to Deliver a Public Policy Advocacy and Engagement Course.** Africa Lead collaborated with WACSI to deliver a public policy advocacy and engagement course to 35 executive members of nine Champions for Change (C4C) networks in Ghana. The course introduced participants to the basic concepts of policy advocacy and deepened their overall knowledge of policy-making processes. It also exposed participants to advocacy concepts, strategies, and techniques that will enable them to effectively engage government in their demand for accountability, transparency, and participatory governance, particularly on key agricultural sector policy issues. Through the training received, two C4C networks – African Youth Network for Agricultural Transformation (AYNAT) and Ghana Livestock Development Network (GLIDEN) – have carried out activities that have contributed to mutual accountability and evidence-based planning initiatives.
- ▣ Support to AYNAT to Organize Its First High-level Youth Policy Dialogue Forum.** Africa Lead supported AYNAT to organize its first high-level Youth Policy Dialogue Forum to empower youth for inclusive and effective participation in agricultural transformation. As part of AYNAT’s effort to engage youth to be strong advocates for policy reform, the dialogue served as an exchange platform for youth to critically examine and challenge the implementation of Ghana’s Youth in Agriculture (YIA) program. As a result of engaged participation and honest dialogue, AYNAT recruited new youth members and formed a Policy Monitoring Committee to spearhead policy advocacy campaigns to strengthen the mutual accountability mechanisms around the implementation of the YIA.

To strengthen the skills and knowledge base of C4C network members and to enhance their effectiveness in carrying out their mandates, Africa Lead further supported the West Africa Civil Society Institute to design and deliver a three-day networking and alliance-building short course that covered instituting networks at the local, national, and international levels and building alliances with like-minded groups and stakeholders to leverage resources to promote agricultural transformation. This training has contributed to fostering team approach and collaboration among the networks and other key stakeholders involved in the initiatives implemented by the networks.
- ▣ Grants to C4C Networks.** This year Africa Lead awarded four grants to C4C Networks, including AYNAT, the Inland Culture Fisheries Association of Ghana (ICFAG), the Business and Development Consultancy Centre (BADECC), and the Savanna Integrated Rural Development Aid (SIRDA) to support organizational capacity-strengthening initiatives. All grantees successfully reached their first set of milestones and have begun to improve the organizational and technical capabilities of non-state actor (NSA) groups they support. The support services from these grantees are expected to enable the beneficiary institutions to make meaningful contributions to agricultural policy.



Three grantees including SIRDA, ICFAG, and BADECC have successfully completed their outreach and mobilization campaigns to various stakeholders, while AYNAT is starting up an agribusiness incubator and has successfully established its Advisory Board comprising senior-level agribusiness professionals. The network has established a management team to leverage technical expertise and resources, and to expand the network; in addition, they have just launched their website to attract the youth entrepreneurs to agribusiness incubation and create an integrated online platform to share content about agribusiness development ideas for young entrepreneurs.

- **Support to the Agribusiness in Sustainable Natural African Plant Products (ASNAPP) Internship Platform Network (IPN).** Under its grant from Africa Lead funded by the Bureau for Food Security, ASNAPP successfully launched the IPN, which is a continent-wide agribusiness internship program with participating ASNAPP/partner country offices in South Africa, Zambia, Senegal, and Liberia. To ensure that the matching process is demand-driven, ASNAPP has signed memoranda of understanding with six agribusinesses operating within the grains, horticulture, and livestock value chains. To date IPN has successfully launched their internship program in all five countries and placed more than 35 interns, five of whom were later recruited as full-time employees.
- **Capacity Strengthening Support to the Ministry of Finance's Real Sector Division.** Africa Lead designed and facilitated a short course on program design from October 5 to 8 in Ada, Ghana. The course aimed to enhance the capacity of 16 staff (11 male and 5 female) on how to design results-oriented workplans to enable the division to deliver on its mandate. Participants also reviewed the unit's draft second-year workplan to ensure it adequately articulated and prioritized policies and programs in Ghana. In addition, Africa Lead facilitated a stakeholders' consultative meeting from October 14 -16 in Koforidua, Ghana for the division to present and obtain stakeholder feedback and gather recommendations to finalize its FY2016 workplan. Africa Lead's support services are expected to help the division deliver on its mandate to initiate, formulate, implement, and monitor policies and programs to achieve the desired growth of the economy of Ghana and enable poverty reduction.
- **Facilitation of Work Planning Workshops.** Africa Lead delivered technical support services to three Government-to-Government (G2G) grant recipient institutions: USAID/University of Ghana (UoG) Agriculture Support Project, USAID/University of Cape Coast (UCC) Fisheries and Coastal Management Project, and the USAID/Council for Scientific and Industrial Research Institute (CSIR)/Savanna Agriculture Research Institute (SARI) Capacity Development Project. Africa Lead facilitated a review of the projects' past performance and guided them to develop annual workplans and budgets for submission to the USAID Mission. This support has improved the team's planning and budgeting skills, helped accelerate grant implementation, and will be useful to the intuitions during the entire implementation period of their projects. For example, UoG, which was under spending its grant, now has an operational workplan for effective implementation.
- **M&E/RBM Short Course for USAID G2G Grant Recipients.** Africa Lead designed and facilitated a five-day M&E/RBM short course for core staff from SARI, UCC, UOG, and the Ghana Commercial Agriculture Program (GCAP). Course participants from SARI developed a road map for the operationalization of an evidence-based monitoring and evaluation system that would feed into the organization's management system and result in better planning. Participants also learned how to develop an M&E framework and an M&E system for their projects. A follow up visit to UoG revealed that the institution has developed and submitted its Performance Monitoring Plan (PMP) to USAID, a requirement for every



USAID-funded project. The institution has also finalized its internal M&E System for data collection, analysis, and reporting on outputs and outcomes.

- ▣ **C4C Leadership Training.** Africa Lead facilitated the C4C Leadership Training of Trainers program to 19 volunteer facilitators from selected NSA organizations. The course seeks to strengthen participants' facilitation skills and familiarize them with the content to enable the trainers to deliver the course effectively and efficiently to larger numbers of leaders. The participants also learned about African perspectives on leadership and the role, responsibilities, and characteristics of a leader. In addition, participants learned about the Comprehensive African Agriculture Development Programme (CAADP), Sustainable Development Goals (SDGs), the Malabo declaration, and how to lead and manage change; they also developed rapid results action plans and committed to implementing the plans to bring about transformation in their institutions. With support from Africa Lead, four volunteer facilitators have cascaded the C4C training curriculum to 164 individuals from various NSA organizations and District Assemblies in Damongo, Accra, and Tumu.
- ▣ **Leadership Training for Ghana National Association of Farmers & Fishermen (GNAFF).** Africa Lead supported the GNAFF of the Ministry of Finance to facilitate a leadership training for stakeholders of the division, which resulted from a recommendation from an Organizational Capacity Assessment (OCA) of GNAFF conducted by the project FY15. Participants developed their skills to enable improved collaboration, commitment, and achievement of results from activities that are collectively implemented. Africa Lead delivered the five-day workshop on its flagship C4C leadership short course for 31 key leaders (23 males, 8 females) of GNAFF representing the ten regions of Ghana. The workshop equipped participants with relevant leadership skills and strategies to enable them become more effective and efficient in their work.
- ▣ **Agribusiness Leadership Internship Program.** Africa Lead participated in two key programs to leverage partnerships with academic institutions and agribusinesses interested in participation in our agribusiness internship program. Africa Lead sponsored the 10<sup>th</sup> Annual Ashesi University career fair, as well as the 4th Annual USAID Financing Ghana's Agricultural Program's (FINGAP) Ghana Agribusiness Investment Summit. Africa Lead selected 15 students and coached them to participate in the speed interview sessions during the business-to-business portion of the Agribusiness Summit, as well as to network with other participants. As a result, five youth from this year's cohort have started their internships with host entities.
- ▣ **Support to Ghana Livestock Development Network (GLIDEN) to Draft the Ghana Livestock Development Policy and Strategy.** As part of its advocacy work and with support from Africa Lead, GLIDEN facilitated consultations among stakeholders to produce a new Ghana Livestock Development Policy and Strategy. The bill has not been revised since 1967. In collaboration with key stakeholders the network carried out a gap analysis, reviewed and proposed changes to the policy issues, and edited and formatted the draft bill. Some stakeholders involved in the process included representatives from the Ministry of Food and Agriculture, the Attorney General's Office, Ministry of Finance, Food and Drugs Authority. Other stakeholders were from the Ghana Statistical Service, Ministry of Local Government and Rural Development, Ghana Cooperative Butchers Association, and the Ghana National Association of Poultry Farmers. Through the Minister for Food and Agriculture, the policy has been approved by Cabinet; the next stage in the legislative process is an official launch of the policy document, planned for November 2016.
- ▣ **Agricultural Policy Support Project (APSP) Seed Sector Stakeholders Meeting.** Africa Lead participated in the USAID Agriculture Policy Support Project (APSP) consultative



workshop organized in collaboration with the Seed Producers Association of Ghana (SEEDPAG) and the Seed Trade Association of Ghana (STAG) in November 2015. This work is part of Africa Lead's support to the Ghana Seeds Development Network, one of the C4C networks. Participants at the meeting deliberated on the establishment of an all-inclusive national umbrella seed association with a wide range of stakeholders to optimize resources and create synergies to address the many barriers to seed value chain activities in Ghana and West Africa.

- ▣ **Super Champions Women's Conference on Agribusiness.** Africa Lead organized a Super Champions for Change (C4C) Women's Conference for its women champions actively involved in Ghana's agricultural sector. The event was organized from September 14 to 15, 2016 and brought together 84 women, including the two deputy Ministers of Agriculture, Hon. Dr. Hannah Bissiw and Hon. Dr. Alhassan Yakubu. The conference theme was "Seize the Moment: Securing Africa's Rise through Agricultural Transformation Campaign" and fostered networking, learning, and information-sharing on opportunities, new technologies, successes, and lessons learned in agribusiness among the women. It also sought to invite more women champions to join the Women in Agribusiness Network Ghana (WIANG).

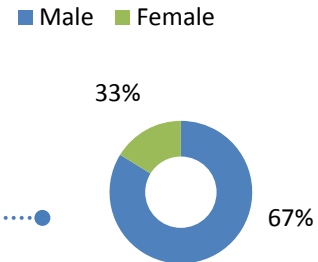
# GUINEA MISSION

## YEAR IN REVIEW: FY2016



### KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY3
Number of organizations supported	27	38
Number of food security event participants	65	111
Number of food security events	1	5



### KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
Ministry of Agriculture and key agriculture stakeholders	Gov	Policy & Institutional Review – Validation and Strategic Planning Workshops	

### ACTIVITIES

- Support to National Agriculture Investment Plan and National Agricultural Policy Revisions in Guinea.** Africa Lead and IFPRI have partnered to help the Government of Guinea evaluate the policy and institutional environment for the revision of its National Agricultural Policy (PNDA) and its National Agriculture & Food Security Investment Plan (PNIASA), as well as to develop a strategic plan for the Ministry of Agriculture. In FY 2016, the Africa Lead/IFPRI team completed the policy and institutional review, which generated learning from the previous National Agriculture Investment Plan's (NAIP's) formulation and implementation process and also examined the extent to which the sector-wide targeted outcomes have been achieved.

The review also answered questions about: 1) the extent to which existing national policies and investment strategies are tackling key constraints to achieving the CAADP goals; 2) the absence of operating structures in the country to effectively and transparently allocate and use 10 percent of the national budget in the agricultural sector, and the lack of budgetary and investment strategy to achieve the sector-wide objectives; and 3) the priority for the country's agricultural sector to be better aligned with Economic Community of West African States Agricultural Policy (ECOWAP) priorities and to benefit from more regional cooperation. Finally, the review provided recommendations to improve the monitoring and



evaluation system, the review and dialogue mechanism, and the capacity of key institutions to plan and implement the PNIASA.

- **Strengthening Strategic Planning and Thematic-based Collaboration.** Using information from the policy and institutional review, Africa Lead/IFPRI facilitated a strategic planning exercise with a larger and more inclusive group of Guinean agriculture actors in June 2016 in Conakry. Key agricultural stakeholders in Guinea discussed and proposed a new vision, goal, strategic objectives and an institutional arrangement and policy reforms for the implementation of the new PNIASA. The stakeholders worked in groups and agreed that the following five programmatic axes should be the pillars of the country's new agricultural development policy: 1) development of access to growth markets; 2) increase in productivity; 3) improving governance; 4) integration of emerging issues; and 5) implementation of policy and institutional reforms.

For each axis the group outlined some general definitions and guidelines; however, to develop the technical content and strategy for each axis and the new national agricultural development policy and investment plan, the four ministers in charge of the rural sector, by agreement, set up six working groups (in September, Africa Lead/IFPRI facilitated the launch of these groups). Finally, the group developed a road map for completing the revision of the PNIASA by the end of the year—which, if achieved, would make Guinea one of the first countries on the continent to comply to the African Union Commission CAADP Country Guidelines.

## LEVERAGING

- **Strengthening Strategic Planning and Thematic-based Collaboration:** The Guinea Ministry of Agriculture provided a conference for 48 people for the PNDA and PNIASAN Revision Thematic Group Workshop.

# SENEGAL MISSION

## YEAR IN REVIEW: FY2016



### KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY3
Number of organizations supported	159	343
Number of trainings conducted	0	3
Number of individuals trained	0	119
Number of food security event participants	187	752
Number of food security events	3	14

### KEY PARTNERS



Knowledge Sharing



Capacity Building



Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
Investment Promotion Agency (APIX)	Gov	Workshop facilitation, capacity building plan	
Bureau Opérationnel de Suivi du Plan Sénégal Émergent/Office of the Plan Sénégal Émergent (BOS/PSE)	Gov	Workshop facilitation, monitoring and evaluation (M&E) technical assistance	
Direction de l'Appui au Secteur Prive/Private Sector Support Directorate (DASP)	Gov	Workshop facilitation for strategic planning	
University Cheikh Anta Diop	Academic	Champions for Change institutionalization	
Ministere de l' Agriculture et de l' Equipement Rural	Gov	Co-supported the restructuring, change management process	
Office des Forages Ruraux (OFOR)	Gov	Technical assistance, performance management system	
Union Nationale des Commerçants et Industriels du Senegal (UNACOIS)	Private sector	Champions for Change training workshop	
Direction de l'Analyse Prévision Stratégique (DAPSA/MAER)	Gov	Technical assistance for Joint Sector Review	



## ACTIVITIES

- **Joint Sector Review (JSR) Meetings for Agriculture.** Africa Lead delivered facilitation services, technical assistance, and logistics support to support the country's JSR meetings, attended by more than 250 participants. The first JSR meeting marked the first step in Senegal's transition to evidence-based policy planning and implementation. During this meeting, four sectorial ministries (agriculture, livestock, environment, and fisheries) met with stakeholder groups (government, donors, and NSAs) and members of the New Alliance to discuss and verify the evidence and recommendations of the agricultural JSR assessments. During the second JSR meeting, the Minister of Agriculture delivered a key note address about the key roles all stakeholders need to play through commitment, performance, and collective leadership for effective implementation of policies.

One of the major recommendations of the review meeting was to improve the quality of private sector participation in and contribution to the JSR process. Africa Lead co-organized the second JSR meeting in partnership with APIX. An Africa Lead senior consultant helped collect information on contributions and constraints of local private sector organizations and enterprises in the regions of Saint Louis, Kaolack, and Ziguinchor. A total of 75 people attended this workshop in Saint Louis to prioritize the private sector's major constraints and needs and recommendations for a more effective JSR process.

- **Launch of the Investment Promotion and Major Projects Agency (APIX) Investment Platform of Saint Louis.** Africa Lead is collaborating with APIX to strengthen investment in the agricultural sector in Senegal by supporting an Investment Platform in the region of Saint Louis. As a first step, the project helped to coordinate high-level stakeholder engagement and accelerate an inclusive process to collectively draw and agree on the road map for implementation of the platform. In addition, Africa Lead also worked with APIX to organize a launch event for the platform, which took place on 17 February 2016 and brought together more than 80 stakeholders from the private sector (20 percent), producer organizations (26 percent), government (24 percent), and women's organizations (11 percent).

The launch offered participants the opportunity to deliberate on the investment platform concept and the results of studies that served as the basis for the platform project implementation. It also allowed participants to agree on expectation matrices for the local private sector and services offered by the agencies and structures engaged in the process of implementing the "Platform of Investment" of the North in Saint Louis. These support services are expected to contribute to strengthening investment in the agricultural sector in Senegal.

- **Regional Mango Week Conference.** The Ministry of Trade, USAID/Senegal, and Africa Lead co-organized the Regional Mango Week from 31 May to 3 June 2016. Africa Lead delivered the first-ever platform for key stakeholders involved in the mango value chain at national and regional levels to exchange and dialogue on critical issues, such as access to markets, competitiveness of the Senegalese and West African mango, and the sectors' regulation and capacity building needs. A total of 295 participants joined in the panel discussions, 42 exhibitors showcased their mango products, and more than 1000 visitors participated in the overall event, including officials and private sector representatives from Burkina Faso, Cote d'Ivoire, Gambia, Ghana, Guinea, Guinea Bissau, Mali, Senegal, and Switzerland. Some of the key results of the event include: the development of a roadmap to create a Regional Mango Alliance, the selection of an acting Regional Mango Alliance Coordinator, and the drafting of an action plan to guide the process.



- ▣ **C4C at the University of Cheikh Anta Diop (UCAD)/Institut Supérieur d’Agriculture et d’Entreprenariat (ISAE).** As part of Africa Lead’s initiative to sustain and institutionalize its leadership course, the program signed a partnership agreement with UCAD in February 2016 to integrate the Champions for Change (C4) Leadership course module into the curriculum of the Institute of Agriculture and Entrepreneurship (ISAE). The kickoff of the partnership was endorsed by the Chancellor of the university at an event attended by 70 representatives (60 male and 10 female) from donors, the university media, and government institutions. This high-level event emphasized the importance of this partnership and how it will benefit the university and contribute to the development of Senegal’s workforce.
- ▣ **Strengthening of NSA Engagement in CAADP Processes.** Africa Lead supported and facilitated a sensitization workshop for coalitions of Non-State Actors (NSAs) in Senegal. The objective of workshop was to improve awareness and to strengthen the knowledge and capacities of NSAs on CAADP-related policy frameworks. The meeting also emphasized the importance of developing appropriate mechanisms to engage NSAs and to ensure the effectiveness of that engagement in the CAADP process. The NSA networks also learned how to map stakeholders and track their relationships with other organizations in a platform called Agri NSA Map. The stakeholder maps provided a visual tool to help NSAs connect and leverage relationships between and among each other to meet their technical, funding, and other resource needs. The workshop also offered an opportunity to strengthen ongoing NSA engagement on CAADP through support for public dialogue, research, policy analysis, and advocacy to inform policies, planning, and investments.

## LEVERAGING

- ▣ **ISAE/UCAD:** In support of the partnership launch between Africa Lead and UCAD, the university provided transport to and from the training sites for all university staff who attended the event, in addition to covering participants’ per diem allowances.



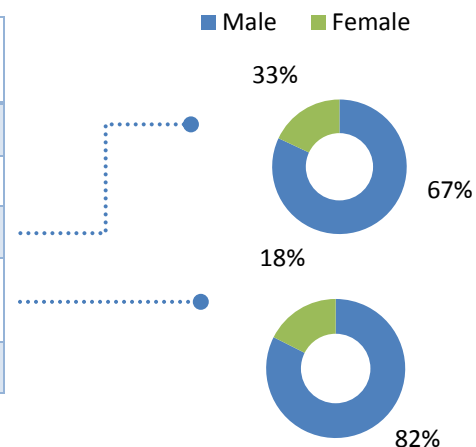
# NIGERIA MISSION

## YEAR IN REVIEW: FY2016



### KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY3
Number of organizations supported	0	3
Number of trainings conducted	0	4
Number of individuals trained	0	122
Number of food security event participants	0	148
Number of food security events	0	4



### KEY PARTNERS

- Knowledge Sharing
- Capacity Building
- Policy Support

ORGANIZATION	TYPE	AL SUPPORT	CLUSTERS
Federal Ministry of Agriculture and Rural Development (FMARD)	Gov	Skills development on monitoring and Evaluation (M&E)/Results-based Management (RBM) and Sustainable Development Goals (SDGs)	

### ACTIVITIES

- Monitoring and Evaluation (M&E) Operationalization/Results-based Management (RBM) Course for the Federal Ministry of Agriculture and Rural Development (FMARD).** Africa Lead conducted an M&E operationalization/RBM course for key personnel of the FMARD in Nigeria. The two five-day workshops in December were the result of recommendations of the Nigerian Agriculture Transformation Agenda (ATA) capacity needs assessment report, an earlier collaboration between ATA, the International Food Policy Research Institute (IFPRI), and Africa Lead. Staff from across regional and state offices and the ministry’s parastatals and technical agencies participated in the course. The course allowed participants to develop a road map for an evidence-based M&E operationalization/RBM system that would feed into the Ministry’s knowledge management system and result in better planning. Participants also developed action plans to streamline their M&E systems by clearly articulating steps to hold themselves and each other accountable.

- **A Retreat to Sensitize the Directors of the FMARD on M&E.** Africa Lead facilitated a retreat with 28 Directors from the FMARD to raise the awareness among the FMARD leadership team of the critical role of M&E in the establishment of a RBM system, structure, process, and culture at the Ministry, and how this effort would lead to better designed, delivered and measured agriculture programs in Nigeria. At the end of the retreat, the directors committed to drive the process of operationalizing the M&E system at both the management and departmental levels within the ministry. The retreat also generated momentum on the potential for M&E and RBM skills to enhance and strengthen capacity at FMARD to manage policy change and reform. As a result, Africa Lead facilitated mini-training sessions and provided technical support to 14 departments of the FMARD to strengthen their respective M&E systems. Africa Lead also followed up with six departments to assess their progress, including reviewing draft results frameworks, recommending additional improvements, and discussing roles and responsibilities with key staff.
- **Technical Support to FMARD Staff to Strengthen M&E systems.** Africa Lead delivered technical assistance to the staff of 14 departments of the FMARD from 2-11 March 2016. This assistance included the delivery of a condensed 4-5-hour mini course on the essentials of M&E to the staff of each department. Following each interactive and highly participatory training session, each department had to agree to complete the following four key tasks: 1) develop a Results Framework (RF) for the department; 2) compile a list of reference documents that underpin and inform the work of the departments; 3) identify a room and/or shelves to store these documents for easy access and use by all staff; and 4) conduct more regular and routine meetings to foster collaboration, engagement, and inclusivity between the departments. On March 18, the team followed up with six departments to assess the progress they had made in developing their results frameworks and creating space for storing their key policy documents. The team held discussions with the key staff assigned these tasks, reviewed draft results frameworks, and made recommendations for improvements so the staff could finalize them.
- **Capacity Development of Desk Officers of the Sustainable Development Goals (SDGs).** Africa Lead trained 26 desk officers (21 males and 5 female) managing the SDGs on effective implementation and collaboration with other stakeholders and reporting on results. The four-day course, conducted from 14-17 March 2015, increased participants' awareness of the SDGs, the foundational aspects of M&E within an RBM context, and how it applies to their work. The SDG officers also identified and agreed on their roles and expectations in addition to developing a system and draft tools to do their work. These tools will help the officers to be more effective and efficient and to better track progress on the implementation of the SDGs.
- **Meetings with Universities to Institutionalize C4C Modules.** As part of program initiatives to sustain and institutionalize its leadership course, Africa Lead held discussions with three universities in Nigeria: Obafemi Alowolo Universtiy (OAU), University of Benin (UNIBEN), and University of Nigeria in Nsukka (UNN) to incorporate the course in their curriculum. The three universities are eager to institutionalize the course.
- **Public-Private Sector Strategic Consultation on the Agriculture Sector in Nigeria.** Africa Lead organized a public-private sector strategic consultation meeting on the agricultural sector in Nigeria in September 2016, facilitated by the National Association of Nigerian Traders (NANTS). The meeting aimed to create a platform for the collective review of the sector and sector-wide policy directions, and participants received updates on recent developments in the agricultural sector and the performance and policies of the sector in 2016. There were also deliberations on the reforms needed for the agricultural sector to thrive under the new government and the need to improve coordination between and within



state and non-state actors in the sector to achieve food and nutrition security objectives.

The meeting brought together more than thirty participants from key government areas such as FMARD, Federal Ministry of Finance, Ministry of Budget and Planning, Senate and House Committee on Agriculture, and Rural Development. Civil society organizations, local and international nongovernmental organizations, farmer organizations, the Trade Union, and the private sector were also represented. Key matters identified will serve as agenda issues for discussion at a higher-level roundtable that will bring together all key stakeholders to deliberate and develop roadmaps to improve on the sector.

- **Strengthening NSA Engagement in CAADP Processes.** Africa Lead supported and facilitated sensitization workshops for coalitions of Non-State Actors (NSAs) in Nigeria. The objective of workshop was to improve awareness and to strengthen the knowledge and capacities of NSAs on CAADP-related policy frameworks. The meetings also emphasized the importance of developing appropriate mechanisms to engage NSAs and to ensure the effectiveness of that engagement in the CAADP process.

# Annex A. Knowing “WhatsApp” with Food Security

## Strengthening capacity and agricultural extension services in Bomet County, Kenya

Fredrick Korir is a young extension agent from Bomet County located in Kenya’s agricultural heartland. Bomet, spanning over 1600 square kilometers, has a diverse landscape featuring lush hills where maize, fruit trees and sweet potatoes grow. It is also home to fields that reach across high plains where wheat flourishes and herds of cattle graze. As one of the County’s ninety extension workers Fred covers only a fraction of the county, but he is tasked with working with at least four-hundred farmers and covering a huge area by foot, bus, or motorcycle.

In 2015, Fred a recent university graduate was unemployed, having been out of work for close to two years. That all changed when the Bomet County government decided to hire a new group of youth extension agents, and with the help of Africa Lead, train them to boost agricultural extension services in the county. Part of the training focused on use of ICT in extension services. A clear success of this training was that Fred and his colleagues devised an innovative, low-cost solution using mobile phones to expand the average reach of an agent from four to five farmers per day, to an estimated 800 per day. However, Bomet County’s decision to hire and train extension agents wasn’t an accident – it came as a result of focused strategic planning and an ongoing commitment to its partnership with Africa Lead.

With Kenya embracing devolution, each county has had the huge task of quickly creating systems to bring effective development to people at the local level. Initially, Africa Lead as

part of a multi-county training effort offered Champions for Change (C4C) Leadership Training for 30 county officials from various arms of the Bomet County government. Bomet had bigger plans though, and the Governor requested that Africa Lead train an additional 30 county officials, paid for by the County.

“What is most required currently is to get the people to move into new ways of doing things. Land is becoming smaller and smaller. We really need to move towards new methods and new lifestyles,” said Isaac Ruto, Governor of Bomet County when asked in 2015 about Bomet’s partnership with Africa Lead.

One of the key gaps addressed in the initial C4C training was the need to strengthen the County’s recently established extension services, a result of devolution. During the training, Bomet created an action plan to hire 35 youth extension agents. Following the hiring of the agents, Africa Lead was asked to train the extension agents through a customized leadership program. Per Bomet’s action plan, the agents were asked to come up with their own action plans and tied these plans to performance contracts.

As part of the extension agent training covering a range of leadership tactics, the extension agents discussed various communications tools such as Whatsapp and Facebook that might be used to educate and inform more people about food security. Fred, who had received training on e-extension by the Kenyan government in 2012, created a plan to use ICT apps not only to tell people about the work he was doing, but





to improve farmer-to-farmer learning and increase the number of farmers he could reach.

Fred first created a chat group of just the farmers he worked with. As it became more popular, he coordinated with his extension colleagues and they decided to form a county wide group called “Real Farmers”. The result has been game changing. Now about 5 groups have been created and he estimates there are more than 800 farmers across Bomet’s various WhatsApp groups. Additionally, county staff use WhatsApp to coordinate efforts, share pictures of issues on farms, and link farmers with commercial opportunities.

“The farmers are getting more information faster, as an extension officer I am able to address several challenges that farmers are facing. We can share experiences. Farmers can share experiences by [sharing] the problems they face to the group and participants can help identify the problem,” says Fredrick.

Fredrick estimates that prior to the training he saw 4-5 farmers per day going personally to their plots. Now, using his phone he can reach about 800 farmers a day instantaneously. He also reaches his various lists of farmers using bulk text messaging offered by Kenya’s Safaricom.

The success of Bomet’s new extension agent training and the resulting technology innovations are part of a larger successful relationship between Africa Lead and Bomet County.

In February 2016, Africa Lead was brought in to work with County officials on the launch of the county’s Strategic Investment Plan (SIP). Africa Lead delivered customized training modules and training sessions on organizational health and strategic planning. As a result, Bomet established partnerships with the World Bank, USAID-FIRM, and others to implement the county’s development agenda and SIP. Bomet has implemented various plans such as the



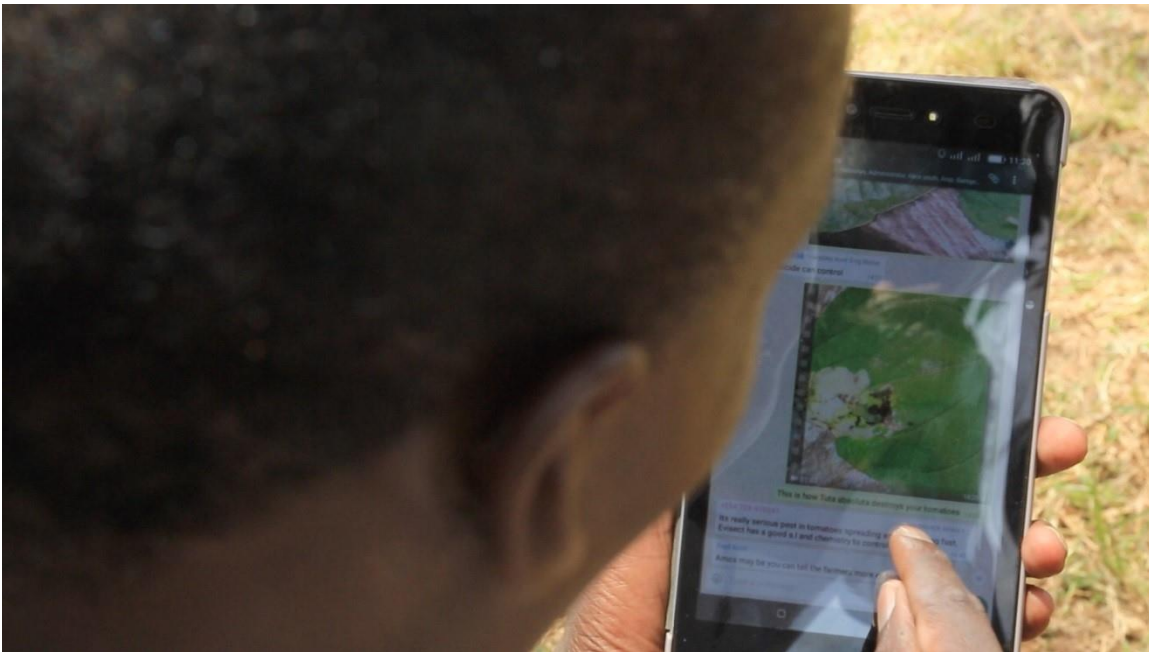
*Photo 1: Fredrick visits one of his farmers, Stanley Tulgut, at his farm in Bomet County*



Bomet County Sweet Potato Bread Factory, which provides a market for sweet potato farmers beyond the borders of Kenya exporting bread and sweet potatoes to the United Kingdom. The idea for the bread factory came from a farmer's suggestion on the Real Farmers WhatsApp group.

When it's all stitched together, Bomet County with support from Africa Lead, has started to

create and implement a cohesive approach to planning across the county, driven by stronger ties to the community and farmers. Africa Lead is learning from this, using WhatsApp for other county training groups and exploring ways to share e-extension practices across counties. Most importantly, from the field to the market Bomet County, and Kenya as a result, are building better and more efficient ways to know "WhatsApp" when it comes to food security.



*Photo 2: Bomet County extension agent Fredrick uses Whatsapp to reach out to his farmers.*



# Annex B. Ghana Livestock Sector Boosted by New Policy

## **Advocates implement activities to promote mutual accountability, coordination, and inclusiveness**

Key stakeholders in Ghana's livestock and animal production sector breathed a huge sigh of relief in September when the Cabinet of Ghana approved the Ghana Livestock Development Policy and Strategy Document, which will officially launch in Accra on November 9.

The new policy comes at a time when these stakeholders are collectively working to address significant challenges and issues affecting their industry. Through a new shared platform, they called for an amendment in Ghana's Livestock and Animal Production bill to help address competition with imported animal produce, limited improved breeding stock, poor animal nutrition, a lack of disease control, and inadequate water during the dry season.

This policy, which has been the dream of stakeholders in the livestock sector for decades, has been welcomed by all. The Ghana Livestock Development Network (GLIDEN), one of Africa Lead's nine Champions for Change Networks, worked in collaboration with the Ministry of Food and Agriculture to bring together organizations in the livestock sector, including the Ghana National Association of Poultry Farmers (GNAPF), to hold a stakeholder assessment and workshop in February 2015. The meeting was held to assess the level of participation in, and understanding of, the policy requirements of each stakeholder towards the passage of the draft bill.

Another meeting was held in Accra this past March. GLIDEN and the Departments of

Veterinary and Animal production of the Ministry of Food and Agriculture (Livestock) met to review and update the bill, incorporating recommendations they received at the stakeholders' forum with representatives from Ministry of Food and Agriculture, the Parliament of Ghana, the Attorney General's Office, Ministry of Finance, Ghana Food and Drugs Authority, Ghana Statistical Service, Ministry of Local Government and Rural Development, Ghana Cooperative Butchers Association, and the Ghana National Association of Poultry Farmers. In the March workshop, four working groups were set up: a veterinary services working group; animal production working group; policy working group; and the preparation of drafting instructions for the Attorney-General Department working group. The veterinary services and animal production working groups corrected and introduced sections into various parts of the draft veterinary and animal production bill. The policy working group examined and corrected where appropriate, all policy issues, policy guidelines, strategies, and outputs contained in the Ghana Livestock Development Policy and Strategy Document.

The approval of this policy document is considered a huge success by stakeholders as it reiterates the commitment of the Government of Ghana to build the agriculture sector to its fullest potential. One key participant, Dr. Hanna Bissiw, the Deputy Minister of Agriculture (Livestock) and a veterinary physician, was heavily involved in this important policy

process. She actively participated in both workshops and pledged the government’s commitment to support the enactment of the draft bill into law. At the second Gap Analysis Workshop in Accra, the minister mentioned in her opening speech that, “the government is committed to seeing Ghana’s agriculture grow and we desire that Ghanaians will have and eat what is produced in Ghana. Ghana has a rich livestock sector; we can boast of very good and healthy meat. His Excellency the President and the Minister for Food and Agriculture are both keen on seeing this bill passed into law to help regulate and improve Ghana’s livestock sector.” She expressed the Government’s gratitude to all its donor partners, especially the U.S. Agency for International Development (USAID) for supporting GLIDEN and the Ministry of Agriculture in this important initiative. She acknowledged that the crop sector has had more support than the livestock and that the Government appreciates donor partners such as USAID for the support to the livestock sector.”

The Ghana National Association of Poultry Farmers (GNAPF), the host organization of GLIDEN—which works to “develop and promote the livestock sector in Ghana,”—considers the approval of the policy document as laudable and believes it will better regulate the livestock industry to reduce imports to create more opportunities for locally produced poultry products. With a renewed sense of empowerment, members of the network are assured of reaping the positive results of their hard work.

A highly motivated member of the Network, Chief Alhaji Issifu, National Secretary of the Ghana Cooperative Butchers Association, said, “Joining the network and participating in the workshops and meetings was the turning point of our lives. It has taught us to advocate for our rights as butchers by mobilizing our members to speak as one voice. We now understand the important role we play in ensuring that we produce healthy meat for our fellow Ghanaians. We will continue to use the knowledge acquired from the trainings to improve on our production and how we take care of our livestock.”

Africa Lead, through its flagship Champions for Change Leadership training program, imparts knowledge and delivers various support services for Champions—men and women leaders in agriculture—to develop, lead, and manage the policies, structures, and processes needed for the transformation process. Champions for Change Network concept was conceived in 2014 to promote dialogue and networking among individuals whom have benefitted from various capacity support services of the program to enable them contribute to addressing key policy and agricultural issues. Africa Lead, as part of empowering transformational leaders, seeks to leave a legacy of emboldened networks within the agriculture value chain. These agricultural development advocates, who are grouped into nine active networks, have developed workplans, set their network goals, objectives, and are implementing key activities to promote mutual accountability, coordination, and inclusiveness.



*Members of GLIDEN with Hon. Dr. Hannah Bissiw, Deputy Minister of Agriculture (Livestock). Credit: Emmanuel Adu-Boadu*

# Annex C. Indicator Performance Tracking Table

#	Indicator Type	Indicator	FY16 (Y3) Target	FY16 (Y3) Achieved					LOP	
				Q1	Q2	Q3	Q4	Total FY16	Target	To date Achieved
<b>Africa Lead II Goal: Better prioritized, designed, managed and measured agriculture policies, programs, and enterprises in Africa</b>										
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	-
<b>Africa Lead II Strategic Objective: Improved institutional effectiveness for increased sustainable agriculture productivity and food security</b>										
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 <sup>1</sup>	-
<b>Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs</b>										
1.1	Outcome	Percentage of individuals trained in leadership/management techniques who apply new knowledge and skills acquired	75%	100%	-	-	-	99%	75%	91%

<sup>1</sup> It is not feasible to measure all of Africa Lead II Goals, SOs, and outcome indicators regularly and they are included here for completeness only. Life of Program (LOP) targets are indicative and subject to significant changes depending on missions buy-ins. As part of the project’s midterm Performance Monitoring Plan (PMP) refresh, LOP targets and outcome indicators will be revised in FY17.





#	Indicator Type	Indicator	FY16 (Y3) Target	FY16 (Y3) Achieved					LOP	
				Q1	Q2	Q3	Q4	Total FY16	Target	To date Achieved
1.2	Output (FTF 4.5.2-7)	Number of individuals receiving USG supported short-term agricultural sector productivity or food security training*	2,432	297	328	311	553	1,544	5,852	2,679
		% Women	35%	23%	23%	30%	25%	25%	35%	30%
1.3	Outcome	Percentage of institutions/organizations that show overall improvements in organizational capacity assessments and performance index	45%	-	-	-	-	N/A <sup>2</sup>	65%	100%
1.4	Output	Number of organizational/institutional capacity assessments completed with support from AL II	18	1	1	1	8	11	59	25
1.5	Output	Number of knowledge products generated with support from AL II	15	6	3	8	13	30	75	49
1.6	Output	Number of food security-related events supported by AL II*	58	24	36	41	44	156 <sup>3</sup>	210	305
1.7	Output	Number of participants attending food security related events supported by Africa Lead II*	3,670	1,843	1,166	1,071	1,718	5,674 <sup>4</sup>	9,115	11,681
		% Women	35%	39%	25%	28%	29%	28%	35%	37%
1.8	Output	Number of organizations at the national and regional level receiving technical assistance under AL II	19	16	51	29	-	55 <sup>5</sup>	48	153

<sup>2</sup> Per the project's PMP, Indicator 1.3 is measured via formal OCA follow-up exercises. While no formal follow-ups were conducted in FY16, post OCA interventions were conducted in various buy-in's in the form of workshops and trainings. Please see Annex E for more detail.

<sup>3</sup> Includes training events conducted during FY16

<sup>4</sup> Includes training participants under indicator 1.2

<sup>5</sup> Includes a unique count of organizations that received technical assistance throughout FY16. This is not a cumulative total of the organizations assisted in each quarter.

\* The quarterly numbers show the trend, but the duplicates are removed and numbers cleaned up for the annual totals. Consequently, the quarterly results may not match the end-of-year total. The quarterly reporting process will be revisited and strengthened during the PMP revision.



#	Indicator Type	Indicator	FY16 (Y3) Target	FY16 (Y3) Achieved					LOP	
				Q1	Q2	Q3	Q4	Total FY16	Target	To date Achieved
1.9	Output	Number of organizations/institutions supported by AL II*	565	455	444	441	586	1,625	1,082	2,471
<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"	TBD	-	-	-	-	-	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	-	-	-	-	10	TBD	18
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	8	9	5	0	9 <sup>6</sup>	34	39
		Analysis		4	3	1		8		37
		Consultation		2	-	2		4		26
		Drafting/revision		2	5	0	0	7		14
		Approval		-	1	2	0	3		8
		Implementation		-	-	-				6
2.4	Output	Number of countries receiving Africa Lead II assistance	20	8	9	9	8	9	20	16
2.5	Output	Number of countries with completed IAAs that are validated in stakeholder workshops	TBD	-	-	-	-	3	TBD	4
2.6	Output	Number of JSR workshops conducted/facilitated	TBD	2	-	-	11	13	TBD	28

<sup>6</sup> Includes total number of polices supported during FY16, which include 6 for Mozambique/SPEED and 3 for Africa Lead.



#	Indicator Type	Indicator	FY16 (Y3) Target	FY16 (Y3) Achieved					LOP	
				Q1	Q2	Q3	Q4	Total FY16	Target	To date Achieved
<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, & CBOs that apply improved technologies or management practices as a result of USG assistance*	50	-	-	-	-	1 <sup>7</sup>	156	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 CBOs receiving USG assistance*	337	86	124	165	213	750	625	897
3.3	Output (FTF 4.5.2-27)	Number of members of producer organizations and community based organizations receiving USG assistance*	565	99	95	111	161	415	2,047	1,659
		% women	35%	33%	44%	32%	45%	34%	35%	63%
3.4	Outcome	Percentage of countries that have NSAs actively participating in JSR Steering Committee	TBD	-	-	-	-	-	TBD	-
3.5	Outcome	Percentage of countries that have women's organizations actively participating in JSR Steering Committee	TBD	-	-	-	-	-	TBD	-
3.6	Outcome	Percentage of NSAs that report satisfaction with their JSR participation	TBD	-	-	-	-	-	TBD	-

<sup>7</sup> Per the project's PMP, Indicator 3.1 is measured via formal OCA follow-up exercises. While no formal follow-ups were conducted in FY16, post OCA interventions were conducted in various buy-in's in the form of workshops and trainings. Please see Annex E for more detail.

\* The quarterly numbers show the trend, but the duplicates are removed and numbers cleaned up for the annual totals, and as a result the quarterly results may not match the end of year total. The quarterly reporting process will be revisited and strengthened during the PMP revision.

#	Indicator Type	Indicator	FY16 (Y3) Target	FY16 (Y3) Achieved					LOP	
				Q1	Q2	Q3	Q4	Total FY16	Target	To date Achieved
3.7	Outcome	Percentage of policy commitments adopted by AU and national governments that are informed by CAADP NSA's policy agenda	40%	-	-	-	-	-	36%	-
3.8	Outcome	Percentage of constituents represented by agriculture-focused NSAs participating in the JSR process	60%	-	-	-	-	-	70%	-