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

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Cover photo: Sorghum produced in Turkana County, Kenya. Photo credit: Africa Lead.
# Contents

Acronyms .................................................................................................................. i

I. Introduction ............................................................................................................. 1

II. Public Sector Strengthening ................................................................................. 3

Table 1: Key Partners and Collaborators in Q3 FY 2018 ......................................... 4

III. Platforms for Inclusive Policy Dialogue ............................................................... 5

Sugar Campaign for Change .................................................................................... 6
National Potato Council of Kenya ........................................................................... 7
Open Institute .......................................................................................................... 7

IV. CAADP Backbone Support .................................................................................. 8

V. Knowledge Sharing and Communication for Development Partners ................. 11

VI. Mission Dashboards ............................................................................................ 14

Bureau for Food Security ........................................................................................ 15
East Africa Mission ................................................................................................ 18
Kenya Mission ....................................................................................................... 20
Tanzania Mission .................................................................................................... 23
Senegal Mission ....................................................................................................... 24

Annex A. Performance Indicator Tracking Table (PITT) ........................................ 26
Annex B. Environmental Compliance ....................................................................... 29
Annex C. Program Updates ....................................................................................... 30
## Acronyms

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

Africa Lead — Feed the Future’s (FTF’s) Building Capacity for African Agricultural Transformation Program — supports the advancement of agricultural transformation in Africa that aligns with the African Union Comprehensive Africa Agriculture Development Programme (CAADP). Africa Lead has traditionally contributed to the 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. Africa Lead continues to evolve in the services provided to support new, emerging challenges in food security. During FY2018, this effort includes strategic facilitation to improve government agency planning, providing backbone support to collective impact activities (such as resilience), and strengthening agricultural value chains by improving integrated pest management (IPM) for Fall Army Worm, seed distribution, and buyer contracts.

The Bureau for Food Security (BFS) 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 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 prioritized policies and programs.

This report covers the program’s major accomplishments and outputs from April through June 2018, which is Quarter 3 of Africa Lead’s fifth year of implementation. It highlights the support, facilitation, and training that Africa Lead provides partners 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 (NSAs) in policy processes. Africa Lead activities 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; 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, Sections 2-4 of this report summarize project-wide progress during Quarter 3 (FY18 Q3) in the following areas:

- Public Sector Strengthening
- Platforms for Inclusive Policy Dialogue
- CAADP Backbone Support
- Knowledge Sharing and Communication for Development Partners

Section 5 includes mission-level dashboards, which provide a snapshot view of FY18 Q3 activities and key data points for each of the project’s buy-ins.
II. Public Sector Strengthening

In Senegal this quarter, Africa Lead provided organizational development to two government ministries, the Ministry of Water and Sanitation and the Ministry of Trade, to support the implementation of the Plan Senegal Emergent (PSE). The PSE is Senegal’s national development plan, and many of the key initiatives and flagship programs support CAADP-related objectives in agriculture and food security. Africa Lead is collaborating with the Ministry of Water and Sanitation (MWS) to develop an internal management system and associated operations manual. As a first step, Africa Lead carried out an assessment of the Ministry’s procedures and organized a workshop to validate the findings and recommendations from the assessment. The Africa Lead team is now helping MWS to apply a participatory process to develop management and supervision guidelines for the various operational entities of the Ministry. Once the operations manual is finalized, it will provide the Ministry with an effective internal governance system in compliance with West Africa Monetary and Economic Union (UEMOA) standards and will enable MWS to more effectively implement the flagship Water, Sanitation and Health project under the PSE.

Africa Lead is also working closely with the Ministry of Trade to align its strategy with the PSE. As a first step, Africa Lead organized a Strategic Development and Team Building workshop that brought together more than 20 heads of national directorates and agencies of the Ministry to facilitate implementation of the strategy. Through the workshop, participants achieved a collective understanding of the Ministry’s core mandate, vision, values, and key objectives as specified in its five-year strategy. They also developed a detailed action plan and monitoring tools to improve the effectiveness of management and implementation of the strategy.
<table>
<thead>
<tr>
<th>Mission</th>
<th>Organization</th>
<th>Type</th>
<th>Africa Lead Support Provided</th>
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<tbody>
<tr>
<td>BFS</td>
<td>African Union/Department of Rural Economy and Agriculture</td>
<td>Gov</td>
<td>CAADP and Malabo implementation, coordination and learning</td>
</tr>
<tr>
<td>BFS</td>
<td>CAADP Non-State Actors Coalition</td>
<td>NGO</td>
<td>Organizational development</td>
</tr>
<tr>
<td>BFS</td>
<td>Sugar Campaign for Change (SUCAM)</td>
<td>NGO</td>
<td>Capacity building through grant</td>
</tr>
<tr>
<td>BFS</td>
<td>Africa Agribusiness Academy (AAA)</td>
<td>NGO</td>
<td>Capacity building through grant</td>
</tr>
<tr>
<td>BFS</td>
<td>National Potato Council of Kenya (NPCK)</td>
<td>NGO</td>
<td>Capacity building through grant</td>
</tr>
<tr>
<td>BFS</td>
<td>Kericho Dairy Development Organization (KDDO)</td>
<td>CBO</td>
<td>Capacity building through grant</td>
</tr>
<tr>
<td>BFS</td>
<td>Open Institute (OI)</td>
<td>NGO</td>
<td>Capacity building through grant</td>
</tr>
<tr>
<td>East Africa</td>
<td>Intergovernmental Authority on Development (IGAD)</td>
<td>Gov</td>
<td>Support in development of IGAD Implementation Letter</td>
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<tr>
<td>Kenya</td>
<td>National Drought Management Authority</td>
<td>Gov</td>
<td>Strategic and annual work planning, budget development</td>
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<td>Kenya</td>
<td>Joint Agricultural Sector Steering Committee (JASSCOM)</td>
<td>Gov</td>
<td>Capacity building support, meeting facilitation</td>
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<td>Capacity building support</td>
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<td>Agriculture Rural Development Donor Group</td>
<td>Development Partners</td>
<td>Capacity building support</td>
</tr>
<tr>
<td>Kenya</td>
<td>Ministry of Agriculture and Irrigation</td>
<td>Gov</td>
<td>Support in development of ASTGS</td>
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<td>Senegal</td>
<td>Ministry of Water and Sanitation</td>
<td>Gov</td>
<td>Technical assistance</td>
</tr>
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<td>Ministry of Trade</td>
<td>Gov</td>
<td>Strategic development and team building</td>
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<tr>
<td>Senegal</td>
<td>Interprofession des Acteurs de la Mangue du Senegal (IAMS, Senegalese inter-professional mango value chain association) / West African Regional Mango Alliance (WARMA)</td>
<td>Private sector</td>
<td>Technical assistance and facilitation support</td>
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<tr>
<td>Senegal</td>
<td>Ministry of Agriculture / DAPSA</td>
<td>Gov</td>
<td>Technical collaboration and coordination for the National Agriculture Investment Plan (NAIP) Institutional Architecture Assessment</td>
</tr>
<tr>
<td>Senegal</td>
<td>Mouvement Sénégalais pour le Développement (MSD)</td>
<td>Civil society</td>
<td>Leadership and change management (C4C) training</td>
</tr>
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</table>
III. Platforms for Inclusive Policy Dialogue

In Senegal this quarter, Africa Lead supported the Mouvement Sénégalais pour le Développement (MSD) to deliver three Champions for Change (C4C) leadership courses. The MSD has more than 300,000 active members operating in various aspects of agricultural value chains, including production, processing, and marketing. The first workshop took place in Dakar in April and brought together executives and youth representatives of the MSD. The second workshop took place in Tambacounda in May for MSD leaders in the South and Southeastern regions of the country, including Tambacounda, Kedougou, Kolda, Sedhiou, and Ziguinchor. The third workshop occurred in Saint-Louis for MSD leaders from the northern and central regions of the country (Saint-Louis, Matam, Louga, Thies, Diourbel, Fatick, Kaolack, and Kaffrine). The workshops were delivered in Wolof and Pular, which are two of Senegal’s most widely spoken languages. The training topics included food security, leading and managing change, strategic thinking and planning, advocacy, and stakeholder analysis.

Also during Q3, Africa Lead supported preparation for the first West Africa Regional Mango Alliance General Assembly in September that will provide a forum for coordination and joint-planning for its eight member countries. Strengthening the West African mango sector and increasing its potential for export to international markets requires the strong coordination of stakeholder countries. The Assembly is designed to improve the effectiveness of the West African Regional Mango Alliance (WARMA) in supporting governments and international organizations in the West African mango sector, to promote the effective participation of NSAs in the policy process, and to provide capacity-strengthening.
support. Africa Lead supported the Vice-President of the WARMA to visit with counterparts from the Interprofession des Acteurs de la Mangue du Senegal (which is the Senegalese Mango Value Chain Inter-Professional Organization) and the Ministry of Trade, which shared experiences and lessons learned from the establishment of the Senegal and Mali inter-professional bodies. This working visit helped WARMA leadership prepare for the upcoming General Assembly meeting and included meetings with Senegal’s Minister of Agriculture and the Secretary General of Commerce.

Another important platform for inclusive policy dialogue that Africa Lead supports at the national level is the Agricultural Council of Kenya. In Q3 Africa Lead continued to provide institutional strengthening to consolidate AgCK’s membership and support activities for policy engagement and dialogue.

Africa Lead supported AgCK to develop a business plan and resource mobilization strategy, including consultations with member organizations, co-design of the institutional sustainability strategy, and linkages for mentorship on resource mobilization. Additionally, Africa Lead continued supporting development of a video on the “The AgCK Story” that will showcase institutional development for non-state actor formation under CAADP at the national level, website development, and participation in regional and national policy processes and events. AgCK is now a recognized entity in Kenya and is increasingly and formally involved in agriculture-sector issues, including national food security response actions and joint agriculture sector coordination. Through AgCK, NSAs have a platform to support effectiveness in policy dialogue and advocacy and collaborate with the government to support the roll-out of the Agriculture Sector Transformation and Growth Strategy (ASTGS).

Also in Kenya this quarter, Africa Lead began implementing the NSA Small Grants Program (SGP) in partnership with CAADP NSA Coalition (CNC). The SGP aims to strengthen the network of NSAs aligned to CAADP to improve citizen engagement in food security. While the role of citizen engagement in policy processes takes many forms, the SGP focuses on the following objectives:

- Aligning NSA program design and development to the CAADP agenda to support relevant food security priorities
- Making use of agricultural performance data relevant to specific CAADP themes for advocacy and strategic communication purposes
- Generating relevant data to support the ongoing monitoring of CAADP progress

Early in the quarter, Africa Lead awarded five small grants and facilitated a kick-off meeting in partnership with the CNC. The purpose of the kick-off meeting was for grantees to review the reporting processes, rules and operational procedures, monitoring and evaluation processes, and communication guidelines. Another purpose was to facilitate networking and cohesion among the grantees. More than 20 participants representing grantee organizations, CNC staff, and Africa Lead staff attended the meeting. Details of the grant activities that took place during Q3 are described below.

Sugar Campaign for Change

The Sugar Campaign for Change (SUCAM) initiated activities in May 2018. The goal of SUCAM’s project is to collect data and profile agricultural projects addressing food security in the counties of Kisumu, Homa Bay, and Kakamega. The data will specifically focus on the status of financing, management, and marketing of agricultural activities. In Q3, SUCAM finalized their work plan and held consultative meetings with county agricultural
officers for identification and profiling of agricultural, food security, and nutrition investments.

In Q4 SUCAM will develop a consolidated project profile to be used by farmer groups to coordinate with county-budget committees. Once this profile is developed, SUCAM will validate the report with stakeholders and train farmer budget action groups (BAG) in identifying gaps within CAADP action areas in each of the counties.

**National Potato Council of Kenya**

With SGP support, the National Potato Council of Kenya (NPCK) seeks to enhance the involvement and participation of farmers and other actors in CAADP processes and policy making, budget making, and accountability at the national and county levels. In May 2018, NPCK held their 2nd Annual National Potato Conference, which was attended by representatives from the Ministry of Agriculture, farmers, farmer organizations, agribusiness organizations, agriculture research institutions, and other implementing partners. During the first day of the conference, farmers attended a workshop on sensitization of CAADP processes and principles as well as training on budget-making processes.

**Open Institute**

With support from the SGP, Open Institute (OI) is training farmers in the Nakuru North in collecting agricultural-based data via mobile phones – including data around production costs, types of farming, produce and harvest trends, market analysis, and resources and support analyses. The activity also seeks to establish opportunities for competitiveness and potential for improved agribusiness for communities in Nakuru North. In May 2018 OI conducted interviews with local officials and farmers; trained farmers on CAADP processes and the sustainable development goals; and collected data via mobile phones in the Bahati and Kirima regions of Nakuru. OI is currently in the data-collection phase and will complete upcoming milestones in the next quarter.
IV. CAADP Backbone Support

In Senegal this quarter, Africa Lead co-organized a three-day National Agriculture Investment Plan (NAIP 2.0) Institutional Architecture Assessment workshop with the Direction de l’Analyse de la Prévision et des Statistiques Agricoles (DAPSA) / Ministère de l’Agriculture et de l’Equipement Rural (MAER). The workshop, which took place from May 29-31, brought together representatives from government, the private sector, civil society, research institutions, and donor project partners. During the workshop, participants identified the constraints hindering an effective implementation of the Senegal NAIP 2.0. Senegal is the second country, after Kenya, to host this type of workshop. The workshop is part of a pilot series to test and refine a set of

“I came to this meeting not very satisfied with the way things have been going with the PNIASAN (NAIP) in terms of management and programs. Programs were proposed and then nothing happened; there would be no follow up. This workshop has definitely been beneficial. I think we are more sensitized and we’ll be more engaged from now on. I plan to organize a meeting with our organization to share what I’ve learned here. Also, I can say that we will be greatly involved in following up on the recommendations and any actions that are taken.”

— Aliou Dia, president of Force Paysannes (Peasant Forces), which is a civil society and farmers’ organization advocacy group

tools using the IA framework for analyzing a country’s capacity to undertake food-security policy change. The framework includes six interrelated elements: Guiding Policy Framework, Policy Development and Coordination, Inclusivity and Stakeholder Consultation, Evidence-based Analysis, Policy Implementation, and Mutual Accountability.

A summary of the priority sets of actions addressing six prioritized constraints follows:

1. Build capacity of parliamentarians on food security and nutrition (FSN) issues.
2. Build capacity of key actors to elaborate, implement, monitor, and evaluate projects based on evidence.
3. Improve communications between the national/central level and the rural base.
4. Improve funding for and capacity of staff to carry out monitoring and evaluation of policies.
5. Improve funding for food security and nutrition from the state and donor budgets.
6. Strengthen stakeholder ownership of and follow-up on recommendations from the Joint Sector Review (JSR).

Both the Kenya and Senegal workshops validated Africa Lead’s hypothesis that a consultative and participatory self-assessment process would be constructive and lead to a locally-led Action Plan for improving the institutional architecture for food security. Furthermore, both workshops demonstrated that the design could be adjusted to fit local priorities successfully (in Senegal, the local priority of NAIP 2.0 planning and validation). USAID in Senegal was interested in the results of the workshop, indicating that the priority actions for food security policy reform could serve to help orient or validate planned donor support. Lastly, the Senegal workshop was the first time a multi-sector steering committee was convened and actively managed the workshop design, supported facilitators, and reconvened for workshop follow-up. The tasks of the steering committee had been laid out in a suggested scope of work (SOW) that followed. The positive experience showed that this approach is a reasonable and realistic way to strengthen local ownership and the success of the workshop.

Africa Lead is also providing CAADP backbone support at a country level in Kenya by facilitating the Ministry of Agriculture and Irrigation in development of the Kenya Agricultural Sector Transformation and Growth Strategy (ASTGS). Africa Lead is a member of the core working group and task force at the Ministry of Agriculture and Irrigation (MoAI). In this role, during Q3 Africa Lead supported the co-convening of ASTGS/NAIP production meetings, including technical facilitation of private sector consultative forums to design the strategy and a meeting of technical directors from national and county government. Inputs from the various meetings were used in the finalization of the ASTGS/NAIP. Africa Lead facilitated expert review of the ASTGS and ensured that the document was CAADP compliant and responsive to other regional and global commitments.

Also this quarter, Africa Lead provided facilitation support for the 14th CAADP Partnership Platform (PP), held in Libreville, Gabon in April 2018. The meeting was attended by more than 300 participants, including delegates from 34 member states, representatives from the African Union Commission (AUC), New Partnership for Africa’s Development (NEPAD), Regional Economic Communities (RECs), pan-African farmer organizations, civil society organizations, financial institutions, agricultural research and technical organizations, research organizations, the private sector, and media organizations. The CAADP PP discussions, presentations, and panels were informed by the theme,
"Accelerating the Implementation of National Agricultural Plans to Achieve the Malabo Goals and Targets". They also reflected three sub-themes: a) strengthening NAIP formulation and implementation efficiency and effectiveness; b) financing Malabo through the NAIPs as the main instrument; and c) institutionalizing the culture and practice of accountability to actions, results, and impacts. The communique adapted at the end of the meeting summarizes some of the key messages and recommendations of the 14th CAADP PP.

Some of the main recommendations and highlights follow:

- Pushed for the full use of the results of the Inaugural Biennial Review Report to inspire and inform country investments and programs identified in reformulated NAIPs.
- Urged all relevant stakeholders to reenergize the operations of the CAADP Technical Networks that support countries to implement NAIPs.
- Encouraged member states to build an enabling environment for the interaction and involvement of NSAs.
- Encouraged development partners to invest in inclusive initiatives that engage small agribusiness enterprises, smallholder farmers, and other NSAs in agriculture.
- Urged member state governments to mobilize financing institutions and the private sector to invest in agriculture by offering attractive loans and resource products to local producers.
- Recommended strengthening of data systems and agricultural monitoring and evaluation at country, regional, and continental levels to improve evidence-based and informed policy and decision-making.

An important side event, part of this CAADP Partnership Platform was the Malabo Policy Learning Event, also attended by Africa Lead. The learning event synthesized lessons from the Biennial Review at all levels and developed a set of follow-up actions and processes. Africa Lead is involved in two of these – the Biennial Review Task Force to oversee all Biennial Review activities going forward, and the CAADP Malabo Communications and Advocacy Group (CAMCAG). Africa Lead will report on the activities of these initiatives in the next quarter.

Over the past year, Africa Lead has contracted skilled technical experts with professional facilitation skills to support key CAADP processes in selected countries. In this reporting period, our country facilitators/coaches continued to work closely with and support CAADP Focal Points and various stakeholders to help ensure effective and inclusive planning, organizing, and facilitation of meetings and workshops. The details of some of these activities are described below:

- In Malawi, Africa Lead’s country facilitator worked with the Civil Society Agriculture Network (CISANET) to discuss the rolling-out of the new NAIP and review a concept note on accountability and transparency, in addition to helping to facilitate a workshop on NAIP instruments for monitoring, accountability, and transparency.
- In Kenya, Africa Lead’s country facilitator supported the strategy and rationale for two CAADP Team meetings, helped prepare senior representatives from the MoAI for participation in key events such as the CAADP PP, and played a key role in setting up the IAA working group/task force, to be formalized by the Permanent Secretary.
- In Ghana, Africa Lead’s country facilitator supported the development of country-specific improvement recommendations for the Biennial Review report and subsequent validation process, in addition to assisting the CAADP Focal Point to convene periodic progress check-in meetings with CAADP team members and stakeholders on NAIP roadmap implementation.
V. Knowledge Sharing and Communication for Development Partners

Africa Lead successfully supported the USAID/Kenya and East Africa (KEA) Office of Economic Growth and Regional Integration (OEGI) to organize its annual Feed the Future and Trade Regional Conference on May 15-17, 2018 in Nairobi. The meeting was attended by participants from USAID/Washington and seven regional and bilateral missions (Tanzania, Uganda, Kenya, Ethiopia, Rwanda, Burundi, and Somalia); implementing partners; three Regional Intergovernmental Organizations (RIGOs – Common Market for Eastern & Southern Africa [COMESA], East African Community [EAC], Intergovernmental Authority on Development [IGAD]); research organizations, civil society, and the private sector. The private sector noted significant progress on collaboration, communication, and learning with the Bilateral Missions since the 2017 Feed the Future and Trade Regional Conference, as well as notable use of country engagement plans. Building on this progress, USAID/KEA with the support of Africa Lead is planning for value chains and policy mapping to identify opportunities to strengthen collaboration to improve program implementation on specific value chains and policies.

Highlights from the meeting included sharing updates from USAID/Washington, OEGI, and bilateral programs; reviewing progress and tools for OEGI communication, collaboration, and learning with bilateral Missions; sharing lessons from specific programs supporting trade and agriculture (including Fall Army Worm, Maize Lethal Necrosis Disease, and livestock feeds); and developing a joint action plan to improve coordination on trade and agriculture issues.

During the conference, a session was held for the private sector to share experiences, concerns, and suggestions on how USAID and implementing partners can improve support for regional and international trade. Based on the conference outcomes, USAID/KEA OEGI has purposed to conduct value chain and policy mapping, as well as improve on the current communication and coordination tools and processes. Some suggestions included establishing specific thematic working groups, making more use of Google Calendar, developing an OEGI intranet page, and refining the expanded role of regional advisors.

Additionally this quarter, Africa Lead submitted a draft assessment report to USAID/KEA on regional seed trade, which covered five COMESA countries (Kenya, Uganda, Rwanda, Tanzania, and Zambia). The study examined if seed-trade barriers were limiting growth in the exchange of new crop varieties that are needed to boost food security. Based on the findings, the report also provided actionable recommendations on the most cost-effective and timely approaches to promote regional seed trade. Findings from the assessment were presented in a May 2018 validation workshop, which was attended by participants from the five countries, including representatives from seed companies, development programs, national seed regulatory authorities, and research organizations.
In general the study indicates that regional maize seed exports increased from 2015 to 2017, but imports declined over the same period. Current trade volumes in the focus crops and countries are shaped primarily by local seed demands, national policies that target increasing maize productivity through substitution of maize hybrids for open-pollinated maize varieties (OPVs), and the provision of subsidies. Additionally, the study found that the major cross-border seed-trade barriers include: the long and expensive process to register a seed variety, inadequate capacity and lack of trust in the seed certification and quality assurance processes between trading countries, and negative influence of national political economies and seed subsidies. The study suggested 13 short- and long-term recommendations to improve seed trade, including reorienting and strengthening the COMESA Harmonization Implementation Plan (COMSHIP) from the current focus on policy harmonization to a focus on supporting and measuring the impact of implementation, establishing a regional platform for regulatory dialogue(s), supporting seed trade associations (STAs) to play key advocacy roles in seed trade, and minimizing the effects of political economy on the seed trade. Based on these recommendations, Africa Lead is designing short-term seed activities to improve the seed certification systems throughout East Africa.

Also in Q3 Africa Lead launched an activity to develop a Market Systems Resilience Measurement (MSRM) Conceptual Framework and test the framework with a field-based case study. A key objective of USAID’s Global Food Security Strategy (GFSS) is to strengthen resilience among people and market systems. As such, Africa Lead is developing a framework that aligns the latest thinking and approaches for measuring market systems health with those from resilience work. In the next two quarters Africa Lead will test this framework and apply it through a case study of resilience activities in Northern Kenya to identify opportunities and recommendations for further application of the framework.

Also during the quarter, Africa Lead successfully launched a media campaign for the film, *Kumekucha: TUNU*, which highlights
the struggles and triumphs of Tanzania’s youth working in agriculture. *Kumekucha: TUNU* was selected as a feature film at the 32nd Annual Washington, DC International Film Festival, known as FilmFest DC. In April 2018, Africa Lead hosted a sold-out screening during FilmFest DC, as well as a post-film question and answer session with more than 150 people, including USAID staff, at the Landmark E Street Cinema. Africa Lead also exhibited its media activities, including the *Kumekucha* activity, at USAID’s Youth as Partners in Innovation and Development Event in Washington, where Africa Lead briefly discussed *Kumekucha* with USAID Administrator Mark Green.

To enhance collaboration and learning, Africa Lead developed a video and case study report highlighting the Moruese community in Turkana County in Kenya. The case study highlights evidence that sequencing, layering, and integration of activities contributed to the community’s enhanced resilience against drought. Located along the Turkwel River, the Moruese Irrigation Scheme was initiated in 1978 as a rain-fed farming project. It was a solution developed by community members who wanted to introduce crop farming as an alternative livelihood activity to livestock.

However, cycles of inadequate rainfall in the region over many years led to poor crop yields, and the community eventually neglected the land. In May 2015 USAID’s Partnership for Resilience and Economic Growth (PREG) supported the irrigation scheme’s revival. A total of 275 acres of land are now irrigated by a 1.5 km concrete-lined water canal. Each family farms about half an acre and produces an average annual harvest of 10 bags of 50 kgs of crops, including maize, sorghum, cowpeas, and groundnuts, valued at around US$500 each. Once ravaged by hunger, more than 500 families in Moruese are now able to produce food for household consumption and their livestock even during poor rainfall seasons, which is helping them to cope well even in drought conditions. The video and report are currently being finalized for final USAID clearance.

*Members of the Moruese community in Turkana County in Kenya. Photo credit: Africa Lead.*
VI. Mission Dashboards
KEY DATA POINTS

<table>
<thead>
<tr>
<th>PROGRAM RESULTS BY INDICATOR</th>
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<tbody>
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KEY PARTNERS

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<td>Gov</td>
<td>CAADP and Malabo implementation, coordination and learning</td>
</tr>
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<td>CAADP Non-State Actors Coalition</td>
<td>NGO</td>
<td>Organizational Development</td>
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<td>NGO</td>
<td>Capacity building through grant</td>
</tr>
<tr>
<td>Africa Agribusiness Academy (AAA)</td>
<td>NGO</td>
<td>Capacity building through grant</td>
</tr>
<tr>
<td>National Potato Council of Kenya (NPCK)</td>
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<td>Capacity building through grant</td>
</tr>
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<td>Kericho Dairy Development Organization (KDDO)</td>
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<td>Open Institute (OI)</td>
<td>NGO</td>
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<tr>
<td>Ministry of Agriculture and Rural Equipment (MAER)</td>
<td>Gov</td>
<td>Institutional Architecture (IA) workshop, facilitation of IA Steering Committee</td>
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</table>

ACTIVITIES

- **Facilitation of Kick-off Meeting for SGP in Partnership with CNC.** Africa Lead started implementation of the NSA Small Grants Program (SGP) in partnership with CAADP NSA Coalition (CNC). The SGP aims to strengthen the network of NSAs aligned to CAADP to improve citizen engagement in food security. Early in the quarter, Africa Lead awarded five
small grants and facilitated a kick-off meeting in partnership with the CNC. The purpose of the kick-off meeting was for grantees to review the reporting processes, rules and operational procedures, monitoring and evaluation processes and communication guidelines. Another purpose was to facilitate networking and cohesion among the grantees. Participants from all five SGP grant recipients in Kenya, as well as AgCK, attended the meeting.

- **Improved Coordination between the AgCK and Subnational NSA Activities in Kenya.** In Q3, Africa Lead supported AgCK to share and extend the use of the NSA Advocacy and Consultation Tool (NSA-ACT), which will encourage effective policy dialogue on budgetary allocation and expenditures in the agricultural sector. In June 2018, AgCK held a workshop on the NSA-ACT and government budget process, with CNC delivering the keynote address. Additionally, AgCK will help to facilitate networking among the grantees so that they can take full advantage and coordinate with the broader agricultural NSA community in Kenya. Next quarter, AgCK will hold a write-shop to develop a report and several policy briefs on budgetary allocation in the agriculture sector and its implications for agriculture development. AgCK’s final report will provide guidance and learning to NSA on agricultural budget allocation at the county and national level.

- **Support to the Sugar Campaign for Change (SUCAM).** In May 2018, SUCAM started activities under the SGP to collect data and develop profiles of agricultural projects addressing food security in the counties of Kisumu, Homa Bay, and Kakamega. The data will focus on the status of financing, management, and marketing of agricultural activities. In Q3, SUCAM finalized their work plan and held consultative meetings with county agricultural officers for identification and profiling of agricultural, food security, and nutrition investments. In Q4, SUCAM will continue milestone-based activities under their work plan to mobilize farmer groups to coordinate with county-budget committees.

- **Support to the National Potato Council of Kenya (NPCK).** In Q3, NPCK started activities under the SGP to enhance the involvement and participation of farmers and other actors in the potato value chain in CAADP processes and policy making, budget making, and accountability at national and county levels. In May 2018, NPCK held their 2nd Annual National Potato Conference, which was attended by representatives from the Ministry of Agriculture, farmers, farmer organizations, agribusiness organizations, agriculture research institutions, and other implementing partners.

- **Support to the Africa Agribusiness Academy (AAA).** In Q3, AAA started activities under the SGP to organize agro-based small and medium-sized enterprises (SMEs) into a legitimate forum for strategically-focused policy dialogue. In June 2018, AAA held its first stakeholder meeting to sensitize agribusinesses on CAADP principles, processes, and the overall framework. In Q4, AAA will hold a stakeholders workshop to identify and map agro-based SMEs in Kenya.

- **Support to Open Institute.** In Q3, Open Institute (OI) started activities under the SGP to train farmers in the Nakuru North, Kenya in collecting ag-based data via mobile phones. Variables include production costs, types of farming, produce and harvest trends, market analyses and resources, and support analyses. In May 2018, OI conducted interviews with local officials and farmers and trained farmers on CAADP processes, the sustainable development goals, and collecting data via mobile phones in the Bahati and Kirima regions of Nakuru.

- **Co-organization of the National Agriculture Investment Plan (NAIP 2.0) Institutional Architecture (IA) Workshop with the Senegalese Ministry of Agriculture and Rural Equipment (MAER).** In Senegal this quarter, Africa Lead co-organized a three-day National
Agriculture Investment Plan (NAIP 2.0) workshop with the Direction de l’Analyse de la Prévision et des Statistiques Agricoles (DAPSA) / Ministère de l’Agriculture et de l’Equipement Rural (MAER). The workshop brought together representatives from government, the private sector, civil society, research institutions, and donor project partners. During the workshop, participants identified the constraints hindering effective implementation of the NAIP 2.0 using the IA framework to guide the assessment and action planning exercise. Senegal is the second country, after Kenya, to host this type of workshop. The workshop is part of a pilot series to test and refine a set of tools using the IA framework for analyzing a country’s capacity to undertake food-security policy change. The Senegal workshop was also the first time a multi-sector steering committee was convened and actively managed the workshop design, supported facilitators, and reconvened for workshop follow-up. The positive experience showed that this approach is a reasonable and realistic way to strengthen local ownership and the success of the IA assessment and improvement planning process.

- **Market Systems Resilience Measurement (MSRM) Activity.** Africa Lead began developing a conceptual framework for measuring resilience globally, as well as the health and resilience of market systems. In June, the first call was held with USAID/Kenya and the team working on the MSRM Activity to plan and launch the activity. Furthermore, the team drafted a Conceptual Framework and three inter-related blogs on the topic, which will be finalized in Q3. In the next two quarters, this framework will be tested and applied through a case study of resilience activities in Northern Kenya to identify opportunities and recommendations for further application of the framework.

- **CAADP Partnership Platform (PP).** Africa Lead provided facilitation support for the 14th CAADP PP Meeting held in Libreville, Gabon from in April. The meeting was attended by more than 300 participants, including delegates from 34 member states, representatives from the AUC, NEPAD, Regional Economic Communities (RECs), pan-African farmer organizations, civil society organizations, financial institutions, agricultural research and technical organizations, research organizations, the private sector, and media organizations. The CAADP PP discussions, presentations, and panels were informed by the theme “Accelerating the Implementation of National Agricultural Plans to Achieve the Malabo Goals and Targets” and three sub-themes: a) strengthening National Agriculture Investment Plans (NAIPs) formulation and implementation efficiency and effectiveness; b) financing Malabo through the NAIPs as the main instrument; and c) institutionalizing the culture and practice of accountability to actions, results, and impacts. Key highlights of the CAADP PP include a push for the full utilization of the Inaugural Biennial Review Report to inspire and inform country investments and programs identified in reformulated NAIPs, a call for member states to build an enabling environment for the interaction & involvement of non-state actors, and for relevant stakeholders to reenergize the operations of the CAADP Technical Networks that support countries to implement NAIPs.
KEY DATA POINTS

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KEY PARTNERS

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<tr>
<td>Intergovernmental Authority for Development (IGAD)</td>
<td>Regional Institution</td>
<td>Capacity building</td>
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ACTIVITIES

- **Facilitation of 2018 FTF and Trade Regional Conference.** In Q3 Africa Lead supported the USAID/Kenya and East Africa (KEA) Office of Economic Growth and Infrastructure (OEGI) to organize the annual Feed the Future and Trade Conference in Nairobi, Kenya. The three-day conference held in May 2018 included participants from USAID missions in Eastern Africa, Implementing Partners, and private sector representatives. The conference supported ongoing OEGI efforts aimed at enhancing communication, coordination, and learning between regional and bilateral missions and programs for effective program implementation and support to regional mechanisms that facilitate regional policy harmonization, trade, and integration.

- **Support for Regional Assessment on How Best to Promote Regional Seed Trade-Reporting and Validation.** In Q3 Africa Lead concluded data analysis and reporting of the regional seed sector. Africa Lead held a validation workshop in May 2018 in Nairobi for regional seed stakeholders to review the study findings and to provide recommendations. The event was attended by participants from USAID/Kenya and East Africa, seed companies, implementing partners, and research organizations. Based on study recommendations, Africa Lead assembled a team of seed sector experts to design seed activities that focus on strengthening the seed certification systems of selected countries to facilitate seed trade. The suggested countries are Zambia, Kenya, Tanzania, Uganda, and Rwanda.

- **Facilitation of Ethiopia Seed Stakeholders Dialogue on How to Enhance Seed Companies’ (Private Sector) Participation in Seed Trade in Ethiopia.** With USAID/KEA
and USAID/Ethiopia, Africa Lead organized a one-day seed-stakeholders meeting in Addis Ababa. Participants from seed companies, seed associations, national and regional seed enterprises, the national seed authority, the Agriculture Transformation Agency, national and county government research systems, and development partners attended the meeting. The purpose of the meeting was to facilitate dialogue and share lessons learned from the Zambia and Zimbabwe seed sector, including mapping out actions to expand private-sector participation in seed production and marketing in Ethiopia. Participants developed an action plan to enhance private sector participation, which covered, policy frameworks, seed sector governance, dialogue with the government, institutional capacity, strengthening local seed companies, coordination and training of seed sector actors, variety development and release, registration, and certification processes.

- **Facilitation of Kenya Resilience and Poverty Escapes Event.** Africa Lead facilitated the launch of the Kenya Resilience and Poverty Escapes Study Findings. The objective of the event was to create awareness about the study’s findings and to develop key actions for stakeholders. Participants included donor agencies, implementing partners, members of USAID Kenya’s Partnership for Resilience and Economic Growth (PREG), USAID staff from the Kenya/East Africa Mission, research institutions, nongovernmental organizations (NGOs), and Kenya government officials.

- **Support for the Development of the IGAD Implementation Letter.** Africa Lead commenced support to USAID and IGAD to develop a four-year implementation letter. The purpose of the implementation letter is to serve as a strategic guide to IGAD’s priority areas of focus within the resilience agenda for the next four years to achieve the desired results. This work will be completed next quarter, when Africa Lead will facilitate one-on-one discussions with USAID and IGAD and facilitate a 1.5-day workshop to gather input for the implementation letter with clear milestones and outcomes.
KEY DATA POINTS

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KEY PARTNERS

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</tr>
<tr>
<td>Joint Agricultural Sector Steering Committee (JASSCOM)</td>
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<td>Capacity building support, meeting facilitation</td>
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<td>Agriculture Council of Kenya (AgCK)</td>
<td>NGO</td>
<td>Capacity building support</td>
</tr>
<tr>
<td>Agriculture Rural Development Donor Group</td>
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<td>Capacity building support</td>
</tr>
<tr>
<td>Ministry of Agriculture and Irrigation</td>
<td>Gov</td>
<td>Capacity building support</td>
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</table>

ACTIVITIES

- **Institutional Strengthening Support to the Agricultural Council of Kenya (AgCK).** In Q3, Africa Lead continued providing institutional strengthening support to the AgCK to consolidate membership and policy engagement and dialogue. Africa Lead supported AgCK to develop a business plan and a resource mobilization strategy, led consultations with member organizations, and co-designed an institutional sustainability strategy and invitation of mentorship for resource mobilization. Africa Lead facilitated one national steering committee meeting involving 15 apex member representatives. In Q4, the final consultancy report will be validated by its members. Africa Lead also continued supporting development of a video on the “The AgCK Story” that will showcase the organization's institutional development support for non-state actor formation under the Comprehensive Africa
Agriculture Development Programme (CAADP) at the national level, website development, and participation in regional and national policy processes and events.

- **Support to the Joint Agriculture Secretariat (JAS).** In response to challenges of interpretation of roles and effectiveness in performance, Africa Lead successfully organized a three-day team building and operational planning workshop for the entire JAS Secretariat staff. Africa Lead has ongoing concerns that Kenya MoAI and Council of Governors have appointed JAS representatives that need technical and managerial support, but as representatives are on a one-year rotational basis, institutional strengthening becomes an annual, cyclical process. As a result, an action plan was developed to improve organizational health and effectiveness in support to the Joint Agriculture Sector Coordination and Consultation Mechanism (JASCOM). Africa Lead support also included seconding a Senior Advisor position that has provided technical guidance on the operationalization of JASCOM. This technical assistance ended in June 2018 and has generated both operational and technical focus for JAS and visibility with both county and national governments.

- **Institutional Strengthening Support to the Ministry of Agriculture and Irrigation (MoIA) for the Kenya Agricultural Sector Transformation and Growth Strategy (ASTGS).** Africa Lead continued to participate in the Kenya ASTGS/NAIP process. Africa Lead is a member of the core working group and task force and placed a Junior Advisor to support the Secretariat at the MoAI. Africa Lead supported the co-convening of ASTGS/NAIP production meetings, including technical facilitation of private sector consultative forums to design the strategy and a meeting of technical directors from national and county governments. Inputs from the various meetings were used in finalizing the ASTGS/NAIP. The MoAI also requested this quarter that Africa Lead provide technical support to initiate roll out of the ASTGS. Africa Lead engaged with the MoAI, USAID, the Council of Governors, and the ARD Donor Group to co-design a Super Champions Training for Senior Leaders to Drive ASTGS Implementation, a C4C training for Senior MOAI Directors and county executive committees, and a customized C4C on youth in agribusiness.

  Africa Lead’s concern is that although the ASTGS strategy development process was initially highly participatory and consultative, the way the strategy was completed excluded some stakeholders. Private sector partners entered in the latter part of the process and provided strong support to revise the strategy to make it more evidence-based, but a lack of stakeholder engagement during the revision process has now led to a need for further sensitization and domestication at the national and county level.

- **Facilitation of Agriculture Rural Development and Arid and Semi-Arid Lands Donor Mapping.** In Q3 Africa Lead facilitated a donor mapping exercise of all donor investments in the agricultural sector for the Agriculture Rural Development Donor Group and the Arid and Semi-Arid Lands (ASAL) Donor Group, against the various Government of Kenya (GoK) agriculture priorities. The success of the ARD Donor Mapping Tool developed by Africa Lead has led to the decision by the ASAL Donor Group to develop a similar mapping tool in 2019. Donor investments in ASAL areas will be mapped against the six Ending Drought Emergencies (EDE) pillars to inform the GoK on the extent to which donors are aligned to national sector priorities. Africa Lead also established linkages with the Regional Donor Coordination on CAADP to support increased collaboration between Kenya and African Union Commission (AUC) leadership.

- **Facilitation of County Joint Work Planning and Team Building Workshops.** Africa Lead facilitated workshops for the counties of Samburu, Baringo, Turkana, Marsabit, Wajir, and Garissa. Participants from USAID and Implementing Partners (IPs) attended the workshops.
At the end of each workshop, counties developed a more refined work plan given the level of practical knowledge and experiences of the PREG county teams. In Q4 Africa Lead will complete the joint work planning workshops in Isiolo and Nairobi, followed by an annual joint work planning for FY19 activities for all USAID IPs.

**Support to the National Drought Management Authority.** In Q3 Africa Lead continued to provide technical support to the National Drought Management Authority (NDMA) in the development of the Strategic Plan (2018 - 2022). This work was in partnership with the EU, which facilitated the convening of the inception workshop in Machakos in February 2018. The Strategic Plan is in line with the Kenya Government’s Medium-Term Plan III for the Vision 2030 that will be implemented during the same period. Africa Lead also supported NDMA’s annual work planning and budgeting process through a five-day workshop attended by all NDMA Directors, Managers, County Drought Coordinators, Project Coordinators, and Monitoring and Evaluation Officers from all NDMA projects. The workshop was guided by the draft NDMA Strategic Plan 2018-2022, and results included development of a consolidated work plan and procurement plan for 2018-2019.

**Production of Moruese Video and Report.** In Q3 Africa Lead developed a video and case study report highlighting how the Moruese community in northern Kenya fared in the 2017 drought in comparison to the 2011 drought because of PREG Kenya support. The video and report provided evidence that sequencing, layering, and integration of activities contributed to enhance community resilience against drought and will be used in the future to inform governments, development partners, and decision-makers about the impact that can be achieved through partnership.

**Development of a Case Study on WFP’s Asset Creation Transition.** In March 2017 at a PREG Learning Event in Turkana, the transition from humanitarian to development assistance was identified as a key focus area for learning that would be shared across USAID investments. As part of documenting lessons learned and best practices within PREG, Africa Lead this quarter led a case study on the transition of the World Food Program’s (WFP) Asset Creation activities, leadership, and responsibilities to the county governments in Wajir, Samburu, and Baringo. Africa Lead is consolidating the findings into a case study report on the WFP’s Asset Creation Transition program that will be shared with all stakeholders.

**Facilitation of Nutrition Technical Working Group Meetings.** Africa Lead has continued to support the PREG Nutrition Technical Working group by providing a common platform to facilitate learning, sharing experiences, identifying challenges, and implementing strategic interventions to address the underlying nutrition problems in the ASAL regions. This quarter Africa Lead supported partners to share work plans and identify ways to work together.
ACTIVITIES

- **Support to Kumekucha Media Campaign Outreach.** The film *Kumekucha: TUNU* was selected as a feature film at the 32nd Annual FilmFest DC in Washington, DC. In April 2018, Africa Lead hosted a sold-out screening at the international film festival, as well as a post-film question and answer session with more than 150 participants, including USAID staff. Africa Lead communications staff also presented to USAID Washington staff at the Ronald Regan Building and led discussions on Africa Lead’s media activities. Africa Lead staff also had the opportunity to interact with USAID Administrator Green during the *USAID Youth-led Innovations: The Journey to Self-Reliance* event, providing brief background on Tanzania’s *Kumekucha* film and radio series and East Africa’s *Don’t Lose the Plot* TV series.

To continue the ongoing distribution of Africa Lead’s media programming, Africa Lead advanced discussions in Q3 with USAID and DAI Home Office regarding ongoing distribution rights for the Kumekucha films and radio shows. Africa Lead wants to continue to work on behalf of USAID to support distribution of either or both films and is working on developing a revised distribution agreement for film producer, Media for Development International (MFDI), following the conclusion of the main activity. It is expected that the agreement between Africa Lead and MFDI will be signed and fully executed next quarter.

- **Completion of an Impact Evaluation of the Kumekucha Media Project.** Africa Lead in partnership with subcontractor IPSOS Tanzania finalized data collection tools and undertook field data collection for the Kumekucha multi-media activity. The goal of Kumekucha was to change the knowledge, attitudes, and practices of Tanzanian women and youth in regard to pursuing a career in agriculture or agribusiness, as well as to inspire Tanzanian women and youth to participate more actively in modern farming, agricultural leadership and entrepreneurship, and agribusiness along the agricultural value chain. The findings of this evaluation were presented to USAID in June 2018 and show that exposure to the program increased participants’ knowledge of farming technologies and improved the percentage of participants with favorable attitudes toward using technology in the farm. The final report will be completed in July 2018.

- **Technical Support for Youth Entrepreneurs.** Africa Lead continued providing technical advisory services through two technical experts to six Young African Leadership Initiative (YALI) alumni entrepreneurs that USAID/Tanzania (along with the US Embassy in Tanzania) requested that Africa Lead support. Africa Lead is supporting the youth entrepreneurs in finalizing sustainability plans, identifying funding and partnership opportunities, and leading business trainings in financial management, strategic planning, and marketing and communications. Africa Lead also continued to support ongoing youth-led grant activities, including a micro-drip irrigation project, cross-border business boom clubs, a pasture-establishment project, and partnership opportunities with the East African Community (EAC), Legal Service Facility Tanzania, Kimolo Super Rice, and Farm Concern International. Africa Lead will conclude this activity next quarter.
KEY DATA POINTS

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<th>PROGRAM RESULTS BY INDICATOR</th>
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KEY PARTNERS

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<td>Strategic development and team building</td>
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<td>Technical assistance and logistics support</td>
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<td>Mouvement Sénégalais pour le Développement (MSD)</td>
<td>Civil society</td>
<td>Leadership and change management (C4C) training</td>
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</table>

ACTIVITIES

- Support to the Mouvement Senegalais pour le Developpement (MSD) to deliver three Champions for Change (C4C) Leadership Short Courses. Africa Lead supported the MSD to organize three C4C training programs. The MSD has roughly 315,000 active members engaged in areas such as production, processing, and marketing of agricultural
products. The C4C trainings took place in Dakar, Tambacounda, and Saint-Louis and were delivered in Wolof and Pular. The trainings developed participant capacity in leading and managing change, strategic thinking and planning, advocacy, and stakeholder analysis. Africa Lead will continue to support the MSD through its flagship C4C training. The fourth and final C4C training is scheduled for July 10 - 14, 2018 and will be delivered to women MSD members.

- **Establishment of an Effective Internal Governance System for the Senegalese Ministry of Water and Sanitation.** Africa Lead is supporting the Ministry of Water and Sanitation to create an internal governance system using a participatory process. The support will help the ministry better define the guidelines and reference procedures that will enable the delivery of quality public service to users and contribute to achieving the objectives of the Plan Senegal Emergent (PSE) Water, Sanitation and Health (WASH) project. As part of the process, Africa Lead carried out an assessment of the Ministry's procedures and organized a workshop to enable the ministry to validate the findings and recommendations from the assessment.

- **Strategic Thinking and Activity Planning Skill-Building for the Ministry of Trade.** Africa Lead organized a Strategic Development and Team Building workshop to support the Ministry of Trade in implementing its strategy document that was previously developed but never executed. The workshop brought together heads of national directorates and agencies of the ministry. Through the workshop, participants achieved a collective understanding of the Ministry's core mandate, vision, values, and key objectives as specified in its five-year policy strategy document. Participants also developed a detailed action plan and implementation tool to accompany the strategy document.

- **Support for the Organization of the National Agriculture Investment Plan (NAIP 2.0) Institutional Architecture Assessment Workshop.** Africa Lead co-organized a three-day NAIP 2.0 Institutional Architecture (IA) Assessment workshop with the Direction de l'Analyse de la Prevision et des Statistiques Agricoles (DAPSA) / Ministere de l'Agriculture et de l'Equipement Rural (MAER). The workshop brought together representatives from government, the private sector, civil society, research institutions, and donor project partners. The workshop is part of a pilot series initiative that is looking at how to use the USAID Bureau of Food Security's Institutional Architecture (IA) Diagnostic Tool to establish a framework for analyzing a country's capacity to implement food security policy goals as developed.

- **Support to the West African Regional Mango Alliance General Assembly.** Africa Lead supported a working meeting of the West African Regional Mango Alliance (WARMA) and the Senegalese Mango Value Chain Inter-Professional Organization (IAMS) to prepare for the upcoming WARMA general assembly. Participants from IAMS and the Ministry of Trade met to share experiences and lessons learned from the establishment of the Senegal and Mali inter-professional bodies. Participants also attended meetings with the Senegal Minister of Agriculture and the Secretary General of Commerce and finalized the draft agenda and coordination mechanism of the upcoming WARMA general assembly.
Annex A. Performance Indicator Tracking Table (PITT)

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<td>645</td>
<td>426</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>% Women</td>
<td>35%</td>
</tr>
<tr>
<td>1.2</td>
<td>Output (EG.3.2-1)</td>
<td>Number of individuals receiving USG-supported short-term agricultural sector productivity or food security training</td>
<td>59</td>
<td>121</td>
<td>112</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>% Women</td>
<td>31%</td>
</tr>
<tr>
<td>1.3</td>
<td>Outcome</td>
<td>Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Indicator reported annually</td>
<td></td>
</tr>
<tr>
<td>1.4</td>
<td>Output</td>
<td>Number of organizations receiving targeted assistance to build their capacity and/or enhance their organizational functions</td>
<td>40</td>
<td>9</td>
<td>11</td>
<td>-</td>
</tr>
<tr>
<td>1.5</td>
<td>Outcome</td>
<td>Percentage of institutions/organizations benefitting from targeted Africa Lead II capacity building activities that apply improved practices</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Indicator reported annually</td>
<td></td>
</tr>
<tr>
<td>1.6</td>
<td>Output</td>
<td>Number of organizations/institutions benefitting directly and indirectly from Africa Lead II programming</td>
<td>535</td>
<td>156</td>
<td>135</td>
<td>-</td>
</tr>
</tbody>
</table>
## Intermediate Result 2: Enhanced capacity to manage policy change and reform across Africa

<table>
<thead>
<tr>
<th>#</th>
<th>Indicator Type</th>
<th>Indicator</th>
<th>FY18 Achieved by Quarter</th>
<th>FY18 (Y5) Achieved</th>
<th>FY18 (Y5) Target</th>
<th>LOP Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Output</td>
<td>Number of knowledge products generated with support from Africa Lead II</td>
<td>17 13 12 -</td>
<td>42 10</td>
<td>74</td>
<td></td>
</tr>
<tr>
<td>2.2</td>
<td>Output</td>
<td>Number of events supported by Africa Lead to improve institutional effectiveness of food security actors in managing agricultural transformation across Africa</td>
<td>19 26 23 -</td>
<td>68 15</td>
<td>406</td>
<td></td>
</tr>
<tr>
<td>2.3</td>
<td>Output/Outcome (EG.3.1-12)</td>
<td>Number of agricultural enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case Stage 1: Analyzed; Stage 2: Drafted and presented for public/stakeholder consultation; Stage 3: Presented for legislation/decree; Stage 4: Passed/approved; Stage 5: Passed for which implementation has begun</td>
<td>N/A N/A N/A -</td>
<td>N/A</td>
<td>13 68</td>
<td></td>
</tr>
</tbody>
</table>

Indicator reported annually

## Intermediate Result 3: More inclusive development and implementation of agriculture and food security policies and programs, through greater engagement of NSAs

<table>
<thead>
<tr>
<th>#</th>
<th>Indicator Type</th>
<th>Indicator</th>
<th>FY18 Achieved by Quarter</th>
<th>FY18 (Y5) Achieved</th>
<th>FY18 (Y5) Target</th>
<th>LOP Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1</td>
<td>Output (EG.3.2-4)</td>
<td>Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance</td>
<td>208 41 53 -</td>
<td>302 279</td>
<td>1,555</td>
<td></td>
</tr>
<tr>
<td>3.2</td>
<td>Outcome (EG.3.2-20)</td>
<td>Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations, and CBOs that apply improved technologies or management practices as a result of USG assistance</td>
<td>N/A N/A N/A -</td>
<td>N/A</td>
<td>24 88</td>
<td></td>
</tr>
</tbody>
</table>

Indicator reported annually

<table>
<thead>
<tr>
<th>#</th>
<th>Indicator Type</th>
<th>Indicator</th>
<th>FY18 Achieved by Quarter</th>
<th>FY18 (Y5) Achieved</th>
<th>FY18 (Y5) Target</th>
<th>LOP Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.3</td>
<td>Outcome</td>
<td>Percentage of NSAs that report satisfaction with their participation in mutual accountability activities supported by Africa Lead</td>
<td>N/A N/A N/A -</td>
<td>N/A</td>
<td>65% 65%</td>
<td></td>
</tr>
<tr>
<td>#</td>
<td>Indicator Type</td>
<td>Indicator</td>
<td>FY18 Achieved by Quarter</td>
<td>FY18 (Y5) Achieved</td>
<td>FY18 (Y5) Target</td>
<td>LOP Target</td>
</tr>
<tr>
<td>----</td>
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<td>---------------------------------------------------------------------------</td>
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<td>------------</td>
</tr>
<tr>
<td>3.4</td>
<td>Outcome</td>
<td>Number of participants attending events to support greater engagement of NSAs in agricultural development and implementation</td>
<td>Q1: 489 Q2: 288 Q3: 212 Q4: -</td>
<td>989</td>
<td>259</td>
<td>822</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% Women</td>
<td>43% 48% 29% -</td>
<td>41%</td>
<td>35%</td>
<td>35%</td>
</tr>
</tbody>
</table>
Annex B. Environmental Compliance

On March 22, 2013, Africa Lead II received a categorical exclusion as part of its environmental compliance reporting requirement. There has been no change in the past quarter (or year) with respect to this status.
Annex C. Program Updates
AFRICA LEAD PROGRAM UPDATE

Africa Lead/CAADP Non-State Actors Coalition Small Grants Program Kickoff Meeting

Nairobi, Kenya (April 18, 2018):

The Africa Lead / Comprehensive Agriculture Development Program (CAADP) Non-State Actors Coalition Small Grants Program, an initiative under the support of United States Agency for International Development (USAID), kicked off at the Agency for Cooperation and Research in Development (ACORD) in Nairobi, Kenya on 18 April 2018. The purpose of the kick off meeting was to orient grantees - Agriculture Council of Kenya (AgCK), Open Institute, National Potato Council of Kenya (NPCK), Agriculture Agribusiness Academy (AAA), Sugar Campaign for Change (SUCAM) and Kericho Dairy Development Organization (KDDO), with various aspects of grant rules and operational provisions, monitoring and evaluation processes, and communication guidelines. Twenty-three participants from the grantee organizations, CNC staff, and Africa Lead staff attended the meeting.

Grantees presented on their program activities, which will run from May 2018 to August 2018. Each presentation was followed by a short Q&A session. The various activities will focus on improving non-state actors (NSAs) engagement in agriculture sector growth, planning and budgeting, data collection and information sharing, and agribusiness and entrepreneurship in Kenya.

The meeting also created an opportunity for grantees to build a collective vision and network. Africa Lead and CNC will continue providing technical support and assistance to grantees for successful completion of their activities.
AFRICA LEAD PROGRAM UPDATE

RESILIENCE AND SUSTAINABLE ESCAPES FROM POVERTY IN KENYA LEARNING EVENT

Nairobi, Kenya (18 April 2018)

Africa Lead facilitated the Resilience and Sustainable Escapes from Poverty in Kenya Learning Event on April 18, 2018 in Nairobi. Seventy-eight participants from donor agencies, implementing partner organizations, PREG partner organizations, research institutions, the national government, and United States Agency for International Development Kenya and East Africa Mission (USAID/KEA) staff attended the half-day event. Tina Dooley-Jones, the Acting Mission Director for USAID/KEA and Dr. Johnson Irungu, the Director for Agriculture and Crops Management at the Ministry of Agriculture and Irrigation, opened the learning event.

The main objective of the event was to create awareness and disseminate widely the study findings of a research on Resilience and Sustainable Escapes from Poverty in Kenya, commissioned by the Chronic Poverty Advisory Network and supported by USAID Center for Resilience. The learning event created a platform for stakeholders to deliberate and have a better understanding of the drivers of sustained and transitory poverty escapes in Kenya and use the information to draw out policy and tailor programming towards eradicating extreme poverty in Kenya.

Dr. Dooley-Jones, in her opening remarks emphasized that, “three policies namely: social assistance, massive investment in education, and a commitment to pro-poor growth are needed if eradication of extreme poverty is to be achieved and sustained, and all three require a significant global investment and strong country-level leadership.”
Presentations and discussions focused on poverty dynamics in Kenya, strategies for sustained poverty escape, and practical implications for policy and programming. Key findings from the study indicated that certain strategies such as migration combined with education, agricultural intensification and diversification and capacity to manage risks and shocks have helped households sustainably escape poverty.

The learning event also encompassed a reflection panel comprising of four key partners: the Chronic Poverty Advisory Network, National Social Protection Secretariat, University of Nairobi and Tegemeo Institute of Agricultural Policy and Development, who discussed the insights and potential implications to donors and policy makers from the study. There was consensus among the partners on the need to implement existing policies on poverty reduction and to use evidence-based data to inform development of policies that address people’s needs. Professor Gituro Wainaina of the University of Nairobi said that, “a lot of useful policies and research data exist but very little has been done towards their implementation. There is need to translate research not only into policy but also into implementation.”

By the end of the event, partners identified the following key next steps and recommendations for improving resilience and sustainable poverty eradication programming including: establishing strong leadership and institutions for implementation of policies, investing in the market systems approach, increasing access to credit facilities for community development and sustained escapes from poverty, providing health insurance and social security to vulnerable households, establishing village polytechnics for skill sets development at the community level, and creating public private partnerships to bolster poverty eradication initiatives.
Tanzania’s Agricultural Film Kumekucha: Tunu Makes American Debut at Filmfest DC

Washington DC, Friday April 20, 2018

The feature film, Kumekucha: Tunu, highlighting the struggles and triumphs of Tanzania’s young farmers made its American debut on the big screen at the 32nd Annual Washington, DC International Film Festival, known as FilmFest DC. Over 150 people, including USAID staff, gathered at Landmark’s E Street Cinema to watch the sold out showing.

Supported by USAID Tanzania and Africa Lead, Tunu is the first of two supplementary films from Africa Lead’s multimedia activity in Tanzania. The central focus of the campaign was a 52-week radio show that was broadcast across Tanzania, aimed at inspiring women and youth into agribusiness.

The only East African film at the film festival this year, Kumekucha: Tunu’s debut included audience members from various African countries and the African diaspora. Former YALI fellow and Tanzanian youth leader Abella Batuyanga, the executive director & founder of USAID supported Tanzania Bora Initiative, was one of the audience members. Commenting during a post-film question and answer session led by Africa Lead communications staff, Abella said that she was inspired to go back home and use the film as a tool to help teach the youth she works with through her organization. Other audience members from Ghana, South Africa, and Somalia asked if the film and series would be made available across Africa. The second film, Kumekucha: Fatuma, released in March 2018 focuses on Tanzanian women’s participation in agriculture and the challenges they face.

Learn more about the film at: www.kumekucha.info.
Ethiopia Seed Stakeholders Meeting

2 May 2018 (Addis Ababa, Ethiopia)

The seed sector in Ethiopia is growing, however it faces limitations in export trade, private sector inclusion and dominance of government owned national and regional seed enterprises in the sector. Africa Lead facilitated a one-day seed stakeholders meeting on 2 May 2018 at the Hilton Hotel in Addis Ababa, Ethiopia to discuss how to improve private sector participation in seed trade in the country. Thirty-one stakeholders representing seed companies, agriculture research organizations, national and regional seed enterprises, development agencies, implementing partners, USAID Ethiopia Mission, Ethiopia Agricultural Transformation Agency and Africa Lead staff attended.

The objective of the meeting was to initiate dialogue between private seed companies, government entities and development programs, on how best to improve participation of and expand opportunities for seed companies in Ethiopia. Prior to the meeting, Africa Lead conducted a one-week consultation to identify key issues in the seed sector that informed the preparations and discussions for the meeting. As a result, another aim of the meeting was identifying issues related to seed production and marketing, structures and opportunities for stakeholders coordination, and mapping out actions to expand private sector participation in seed production and marketing in Ethiopia. Facilitators also identified it will be applicable to share lessons and best practices from the Zambia and Zimbabwe seed sector and highlight the capabilities of the East Africa Seed Network online collaboration platform.

At the beginning of the meeting participants discussed the framework for the Ethiopia seed sector, which is separated into the formal, informal and intermediate entities. Participants identified varieties,
production, and seed distribution processes within this tripartite seed system. This was followed by a presentation on lessons from Zambia and Zimbabwe seed sectors, a case study on SEEDCo of Zimbabwe, and a brief on the status of implementation of COMSHIP.

A seed expert from Zimbabwe, Denias Zaranyika of the African Seed Trade Association (AFSTA) and SEEDCo, presented the historical development and reform process in Zimbabwe and a case study of how a local seed company can register exponential growth and become a regional giant in a conducive policy environment. Chance Kabaghe of Idaba Agricultural Policy Research Institute (IAPRI), highlighted critical reform interventions and how the expanded private sector role in the seed delivery, production and quality has transformed the seed sector in Zambia. Kabaghe noted that, “We as seed companies fight for farmers to get quality seed.” John Mukuka of COMESA also provided an update on the status of COMESA seed policy harmonization and important issues for Ethiopia to work on.

At the end of meeting, participants engaged in action planning and described how to build capacity for inclusion of private sector in the national seed system. Additionally, participants were introduced to using the East Africa Seed Network online collaboration platform to communicate with other key seed stakeholders. Ten participants from Ethiopia joined the network, in addition to two organizations identified to provide content for the East Africa Seed Network.

In the near future, Africa Lead will share a report on action plans and key outcomes from the stakeholders meeting with participants and continue consultations with the Ethiopia’s public and private seed sector systems. Africa Lead will also schedule a debrief meeting with USAID Ethiopia Mission to discuss the implications of supporting the implementation of the action points from the meeting.

Learn more about Africa Lead at WWW.AFRICALEADFTF.ORG
Strengthening Coordination and Communication of the Kenya Joint Agriculture Secretariat through Team Building

Sagara, Kenya (14 - 17 May 2018)

The Joint Agriculture Secretariat (JAS) is the operational secretariat that supports the Joint Agriculture Sector Consultation and Cooperation Mechanism (JASCCOM), the organ that facilitates sector coordination by following up on resolutions made by the Sector Intergovernmental Forum (IGF) in Kenya. Africa Lead facilitated a four-day team building workshop for the JAS from 14-17 May 2018 in Sagana, Kenya. The purpose of the workshop was for the JAS team to bond and motivate them to undertake collective action. Fifteen members of JAS and Africa Lead staff attended the four day retreat.

Improved coordination of actors in the Kenya agriculture sector policy has been recognized as critical to implementing the new sector strategy. Better coordination is necessary given the devolution of agriculture functions and separation of roles at the national and county government level. Africa Lead co-designed the retreat with JAS staff with the objectives of enhanced skills and participatory action planning for improved team relations for the effective delivery of the JAS mandate.

Additionally, JAS staff are deployed from different national and county government departments. Though only a few staff members have worked on the same team before, JAS colleagues have to work together despite being deployed and answerable to different institutions.

The main thematic topics covered during the workshop included the following: organizational health, revisiting the JAS mandate, leadership for performance, strategic communication, gender at the workplace,
and action-planning to improve teamwork. “For the first time in the two years of JAS existence, the staff showed professionalism, diligence and serious commitment to build and maintain personal and institutional team spirit and collaboration for positive change,” said a JAS member at the end of the workshop.

Overall, the workshop enabled JAS to self-reflect on organizational wellness and health and address three main priority challenges: lack of adherence to the agreed work plan, lack of clarity on roles and responsibilities, and gaps in JAS capacity to deliver on its mandate. At the end of the workshop, the JAS team set action plans to improve communication and enhance performance in line with its mandate as a secretary and implement approaches for teamwork.

Participants also developed individual and organizational work plans to be implemented once they return to the office. Feedback from the meeting shows an improved sense of communication, dialogue, clear and open discussion, and clarity of roles among the JAS team.
Building on Progress at the USAID Trade Africa and Feed the Future Regional Conference

Nairobi, Kenya (15 – 17 May, 2018)

The East Africa region continues to register as one of the fastest growing economic regions globally. Since the formation of the Common Market for Eastern and Southern Africa (COMESA) in 1994 and East Africa Community (EAC) in 1999, great strides have been made by member states towards regional integration for increased economic and social benefits for East Africans, which are crucial in the face of increased population growth and urbanization trends.

To strengthen regional collaboration and coordination among different actors in the region, the US Government supports regional institutions to promote regional trade and enhance food security and resilience. Towards this end, the USAID/Kenya and East Africa mission held the annual Trade and Feed the Future Regional Conference on 15 – 17 May 2018 in Nairobi. Africa Lead facilitated the event which had more than 90 participants drawn from the USAID/KEA regional mission, bilateral missions in East Africa, development partners, Regional Intergovernmental Organizations (RIGOs) and the private sector.

Now in its fourth year, the annual event focuses on promoting harmonized solutions to regional issues such as agriculture trade, food safety, seed, regional standards and policies, trade facilitation and investment. The overall objective of the event is to increase coordination and collaboration between USAID regional and bilateral missions on Trade Africa and Feed the Future activities. The event also gives participants a platform to share experiences and lessons, identify issues that lend themselves to a
regional approach and unified actions, and develop strategies for enhancing coordination of bilateral and regional efforts.

The event, whose theme was “Building on Progress”, employed a combination of presentations, plenary discussions, and thematic group breakout sessions. In his opening remarks, Patrick Wilson, USAID/KEA Deputy Mission Director, reflected on the collective successes of the individual organizations represented in the room, adding, “What we’re fundamentally here to do is change people’s lives...to make their lives better. For example, how can we help East African farmers get their produce to the people that need it so that they [the farmers] can provide for their own families and others as well?”

A key highlight during the event was a roundtable discussion on the role of the private sector in promoting regional integration, trade, and cross-border infrastructure in East Africa. During the roundtable discussion, participants highlighted constraints to the private sector including the lack of harmonized communication among regulators and border officials, as well as the various opportunities for collaboration in design and implementation of projects.

Daniel Ngugi of Twiga Foods Limited reiterated that the involvement of the private sector in promoting regional trade is crucial in the development of self-reliant East African communities. “Nothing integrates a region better than trade does. Since the private sector is directly involved in trade, the sector becomes pivotal in promoting regional integration. There’s a lot that’s been done to improve regional trade [but] there’s more to be done...as relevant stakeholders consult on ways of making it better,” he said.

During the final sessions of the event, partners identified areas for USAID focus and preliminary interventions that will inform USAID’s Office of Economic Growth and Integration (OE&I) strategic planning. As a follow up to the event, USAID/KEA and Africa Lead will develop and share a report with identified areas for collaboration between missions and partners, and actions and commitments in areas of improvement for partners and USAID with organizations represented at the conference.
Assessing and Building Institutional Architecture Capacity to Achieve Agricultural Investment, Food Security and Nutrition Goals in Senegal

29 - 31 May, 2018 (Dakar, Senegal)

Agriculture is a key sector of Senegal’s economy, accounting for an estimated two-thirds of its export revenues and serving as the basis for food and livelihood for 70% of the rural population. With the aim of assisting stakeholders to assess and improve their institutional architecture capacity and performance in a participatory manner, Africa Lead supported the Ministry of Agriculture’s Directorate for Statistical Analysis and Predications (DAPSA) to organize a three-day Institutional Architecture Assessment (IAA) workshop.

The workshop was held from 29 to 31 May 2018 at King Fahd Palace Hotel in Almadies. Sixty-one participants representing government, farmer organizations, private sector, donors, non-governmental organizations (NGOs), civil society organizations and research organizations attended the workshop. The workshop’s goals were to build a shared understanding of institutional architecture and its link to achieving the food security goals set forth in Senegal’s National Agriculture Investment Plan (NAIP) and National Food Security and Nutrition Plans (SAN), also known as the PNIASAN.

The workshop was centered on USAID’s Bureau of Food Security’s Institutional Architecture Diagnostic Tool, which provides a framework for analyzing a country’s capacity to undertake food security policy change by examining six components of the policy making process: the Guiding Policy Framework, Policy...
Development and Coordination,
Inclusivity and Stakeholder
Consultation, Evidence-based
Analysis, Policy Implementation, and
Mutual Accountability.

Senegal is the second country, after
Kenya, to host this type of workshop
as part of a pilot initiative that is
testing the diagnostic tool to assist
countries in sub-Saharan Africa to
achieve goals outlined in their
National Agriculture Investment
Plans (NAIPs).

During the final sessions of the
workshop, participants compiled an action plan listing recommendations and specific activities that will
help the Institutional Architecture (IA) process in Senegal.

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

Africa Lead will continue to support DAPSA and the various constituencies in implementing the
recommendations and activities identified in the IA Plan of Action.
East Africa Regional Seed Assessment Findings Workshop

30 May 2018 (Nairobi, Kenya)

“Seed really is crosscutting, essential and fundamental. It is a good place to invest in as we have done for a long time with regional and national governments. With this study today, there is progress and opportunity in the region and constant momentum. I encourage everyone to participate and observe. Today is meant to be about a candid conversation,” said Kathryn Begeal, USAID Regional Feed the Future Coordinator for Office of Economic Growth and Integration (OEGI) in her opening remarks at the Regional Seed Assessment Findings Workshop. The workshop, facilitated by Africa Lead on 30 May 2018 at the Jacaranda Hotel in Nairobi, Kenya discussed findings from a study conducted by Agri Experience in February - April 2018, which covered six Common Market for Eastern and Southern Africa (COMESA) countries (Kenya, Uganda, Tanzania, Rwanda, Zambia & Zimbabwe) and ten border points. Forty-six participants representing USAID/Kenya and East Africa, seed companies, implementing partners, research organization and Africa lead attended.

The objective of the workshop was to share assessment findings with key stakeholders, to reflect on the study short-term and long-term recommendations to address seed trade barriers and to gather feedback on the study from workshop participants. Agri Experience presented findings and recommendation from the study, which was followed by group discussions on key trade issues that emerged from the study on the knowledge of standards and compliance across regional platform implementation, seed companies, seed trade agencies and regulatory authorities.

USAID and Africa Lead will review comments and recommendations from the meeting to inform the final regional seed assessment findings report.
West African Regional Mango Sector Alliance Gearing Up for First General Assembly

Dakar, Senegal (31 May- 1 June 2018)

According to recent news reports, mangoes are the next ‘super food.’ Not just any mango: African mangoes. They’re touted as being packed with healthy and beneficial nutrients. As food trends go, whether mangoes will live up this expectation, remains to be seen. What is already proven is that there is a growing interest in this sweet, tasty, tropical fruit. West African mango growers know they have a product that is wanted on the global market. The potential for export is great.

Through the Feed the Future Senegal Program for Increasing Investment in Agriculture, Africa Lead is supporting the West African Regional Mango Alliance/ l’Alliance Régionale de la Mangue de l’Afrique de l’Ouest (WARMA/ARMAO) to organize its first General Assembly meeting which will be held in September 2018 in Dakar, Senegal. WARMA/ARMAO is a professional association comprised of actors involved in the mango value chain (nurseries, farmers, rural assemblers, processors and exporters). The member countries are: Burkina Faso, Ivory Coast, Gambia, Ghana, Guinea, Guinea Bissau, Mali and Senegal.

From May 31 to June 1, 2018, in preparation for this meeting, Moctar Fofana, WARMA Vice President, came to Senegal from Mali to meet with counterparts at IAMS (Interprofession des acteurs de la Mangue du Senegal/The Senegalese Mango Value Chain Inter-professional Organization) and key government representatives. Mr. Fofana is also President of the Mango Value Chain Inter-professional Organization (Interprofession de la Filière Mangue du Mali/ IFM-Mali). In working sessions with IAMS, a program agenda was drafted and a roadmap identifying the roles and responsibilities of each stakeholder in the preparation process was outlined.
Mr. Fofana, Mafouze Aidara, President of IAMS and key IAMS officers met with Makhtar Lakh, Secretary General for the Ministry of Commerce. Mr. Lakh reiterated the government’s political will to support the mango sector at national and regional levels. He offered his division’s full support for the upcoming event, and assistance needed to help facilitate the organizing of this important gathering.

The team also met with Dr. Papa Abdoulaye Seck, Senegal Minister of Agriculture and Rural Equipment (MAER), Gilles Abraham Mbaye, representing the Minister of Commerce, Alioune Sarr, and Boubacar Drame, Horticulture Technical Advisor at the Ministry of Commerce.

“"The export of fruits and vegetables cannot be developed without strong involvement of the MAER,” said Minister Seck. He encouraged IAMS to work more closely with the Ministry of Commerce’s technical advisor.

In 2016, WARMA was created as the result of discussions and exchanges that took place during first-ever “Mango Week Symposium” which was held in Dakar from 31 May to 3 June 2016. This event was organized by the Senegalese Ministry of Commerce and the United States Agency for International Development (USAID) coordinator of Feed the Future activities and facilitated by Africa Lead. The upcoming WARMA General Assembly will be the alliance’s first general assembly since its inception. The general assembly will provide an opportunity for the membership to adopt formal WARMA rules, elect new officers, and develop a roadmap for the coming years.

Mr. Fofana expressed his satisfaction with the outcomes of the discussions held and the progress made in the planning process. “It was a very productive visit. We are looking forward to our general assembly meeting,” he said.

The WARMA General Assembly is scheduled for late September 2018 in Dakar. Africa Lead will continue its support to WARMA and IAMS in preparing for this event.
Reaping What Is Sown; Improving Contract Farming to Strengthen Senegal’s Agriculture Sector

June 2018, (Dakar, Senegal)

In Senegal, yogurt, cereals, and grains are much more than nutritious staple foods. They are part of the country’s rich cultural traditions accompanying every significant marker in life: birth, marriage, celebrations, ceremonies, and rituals — even unto death. Agriculture is a key sector of Senegal’s economy, accounting for an estimated two-thirds of its export revenues and serves as the basis for food and livelihood for some 70% of its population.

With a focus on strengthening business practices in the agricultural sector in Senegal, Africa Lead and UNACOIS JAPPO (the National Union of Traders and Industrialists) a national private sector trade association with more than 70,000 members, organized a one-day workshop on the subject of contract farming and the potential benefits for farmer producer organizations and private sector agri-business. The objectives of the meeting were to provide information about the contract farming process, showcase a successful local example of a contract farming venture, and develop concrete recommendations about how to replicate the model.

The meeting, which was held on March 29, 2018 in Dakar, brought together 72 participants including representatives from the Ministry of Agriculture and Rural Infrastructures, the Ministry of Commerce Department of Interior Commerce, and technical and financial support institutions. Also present were representatives from farmer and producer organizations – most of whom were women working in production, trade and distribution. The workshop’s technical sessions were led by Africa Lead and moderated by Darietou Sow Coulibaly from the Operational Monitoring and Evaluation Bureau (BOS) of
the Plan for an Emerging Senegal (PSE). Ousmane Sy Ndiaye, the Executive Director of UNACOIS JAPPO, Pierre Ndiaye, CEO of Mamelles Jaboot SARL, and Seynabou Fall, President of the Wack Ngouna producers association participated in the event.

The main objectives of this meeting were to provide information about the contract farming process, to showcase a successful local example of a contract farming venture, and come away with concrete recommendations about how to model and replicate this success story. This workshop capitalizes on the Best Practices contract farming models in the cereals (millet, rice and maize) sector recorded in USAID’s Feed the Future Senegal Naatal Mbay and USAID/PCE (Projet Croissance Economique/Economic Growth Project) programs.

In contract farming, a private sector firm provides farmers with inputs in exchange for the exclusive purchasing rights for the resulting crop. The meeting showcased the successful farm producers’-private business contract agreement developed by Mamelles Jaboot SARL, a local agro-foods company specializing in dairy and cereal grains processing and production, and the rural producers cooperative, the Reseau des Producteurs de Semences et de Cereales (Network of Seed and Grain Producers) of Wack Ngouna. Both parties indicated that the arrangement using the contract farming model has created “win-win” for both sides.

For Mamelles Jaboot SARL, a firm committed to purchasing cereal grains locally rather than importing, the agreement called for it to provide financing for the Wack Ngouna Cooperative to purchase inputs for 600 hectares of farmland. The results have been so successful it led the company to open a second processing plant in the town of Thies, providing jobs to more than 80 women. According to Seynabou Fall, president of the Wack Ngouna Producers’ Cooperative, as a result of this contract agreement over the past five years, from 2013 to 2018, the cooperative’s finances have increased from 10 million FCFA (approximately US$ 19,000.00) to around 100 million FCFA (US$190,000).

Participants discussed how to replicate the model, as well as the inherent challenges faced by small farmer groups such as financial constraints. The financial and technical structures represented at the meeting, in particular the Caisse Nationale de Crédit Agricole du Sénégal (CNCAS) (The National
Agricultural Credit Fund of Senegal pledged its support to help expand this contracting process through capacity building of the various stakeholders, financing production campaigns, and funding construction of seed bank storage facilities. In closing, the participants recommended that the contract agreement be made more widely available and suggested the government provide more assistance, such as providing grain production inputs and to reduce the value added taxes (TVA) on processed products.

Africa Lead will continue to provide support to UNACOIS JAPPO and Mamelles Jabout SARL in their continuing promotion and development of contracting in the different agricultural value chains by supporting and helping to facilitate the establishment of agricultural alliances and partnerships.
Supporting CNC Small Grants Program Partner
Africa Agribusiness Academy

6 June 2018 (Nairobi, Kenya):

In April 2018, recipients of the Africa Lead/Comprehensive Africa Agriculture Development Programme (CAADP) Non-state Actors Coalition (CNC) Small Grants Program began activities to strengthen NSA networks aligned to CAADP to improve citizen engagement in key national food security priorities. One grantee, Africa Agribusiness Academy (AAA), held its first stakeholders meeting on 6 June 2018 at Qaribu Hotel in Nairobi, Kenya. The purpose of the meeting was sensitizing agribusinesses on CAADP principles, processes, and framework. The theme of the meeting was fostering organized and vibrant agro-based SMEs in Kenya for sustained entrepreneurship. Josephine Love, Kenya Focal Point for CAADP, AAA members, and representatives from Africa Lead, CNC and the Agricultural Council of Kenya (AgCK) attended.

“How do we bring our SMEs together to become legitimate businesses to inform and influence change at the country level?” the facilitator asked participants before explaining the CAADP process. After learning about the history of CAADP, participants inquired about intra-regional trade language in the framework and the status of Kenya and Tanzania towards meeting CAADP targets. The CAADP Focal Point followed by describing mutual accountability, which steered group discussions on how agro-based SMEs could align their operations to CAADP.

Africa Lead will continue providing grants management and technical support to AAA’s upcoming grant activity on identifying and mapping agro-based SMEs in Kenya.
C4C TRAINING IN LOCAL LANGUAGES A SUCCESS

The Tambacounda Champions for Change (C4C) training workshop brought together MSD members from Senegal’s Southern and Southeastern regions. Photo credit /Africa Lead

It is widely accepted as fact that in order to achieve the goals set forth in the African Union’s Comprehensive Africa Agriculture Development Programme (CAADP), citizen participation is essential. The same is true for the development and implementation of each country’s National Agriculture Investment Plan (NAIP) and National Food Security and Nutrition Plans (PNIASAN). The overall goals of these key policy frameworks are poverty reduction, increased food security, and economic growth through transformation of the agriculture sector.

A recent “Champions for Change (C4C) Leadership Training” workshop that occurred in Tambacounda, Senegal demonstrated how a greater sense of ownership and understanding emanates from providing an opportunity for learning and discussion in local languages.

Through the Feed the Future Senegal Program for Increased Agricultural Investment, Africa Lead is providing support to the Movement for Development in Senegal (MSD), in French “le Mouvement Sénégalais pour le Développement,” for the organization of a series of four C4C workshops for its
members. MSD is one of the Senegal’s largest farmer organization platforms. Its membership of around 315,000, spread across the country, is active in all sectors of agriculture.

The objective of the C4C workshop series was to strengthen the leadership capacities of the MSD governing board and in so doing help to foster a behavior change that will allow the leadership to better serve its membership. The workshop theme was “Leadership, Management, and Managing Change.”

The training sessions addressed transformational leadership; national, pan-African, and international food security policies; developing capacities for project management; strategic planning; and how to assess the capacity-building and service needs of its members. A major outcome of this program was that it provided the MSD board the opportunity to draft its first-ever strategic plan which will be shared with its members for review and discussion before a final version is adopted.

The C4C training sessions are being conducted in national languages, mainly Wolof and Pulaar. The Tambacounda workshop, the second of three workshops held so far, stands out for its linguistic variety. It was held from 11-15 May 2018. It brought together MSD members from the Southern and Southeastern regions of the country (Tambacounda, Kedougou, Kolda, Sedhiou and Ziguinchor).

At the close of the program, participants were enthusiastic in their appreciation. “This workshop really provided an opportunity for us to share experiences with MSD members living in the different regions of the country,” said one.

In his closing remarks, Serigne Moustapha Sylla, MSD President, thanked the workshop facilitator CheikhTouba Ndiaye and Africa Lead. “The Tamba workshop presents the great originality of bringing together several ethnic groups from the southern regions of the country,” he said.

To date, 112 MSD members, 40 of whom were women, have benefitted from this C4C training series. The third workshop, held in June in Saint Louis, had 42 participants who came from the country’s northern region. Africa Lead is continuing to support this MSD activity. The fourth and final MSD C4C workshop will take place from 10-14 July 2018 in Kaolack and it will be for women only.