



FEED ^{THE} FUTURE

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

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



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FROM THE AMERICAN PEOPLE

Africa Lead 
Scaling up for food security in Africa

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

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Cover photo: A farmer in Turkana County, Kenya, where USAID's Partnership for Resilience and Economic Growth (PREG) supports a revived irrigation scheme. Photo credit: Africa Lead.

Contents

- Contents i**
- Acronyms i**
- I. Introduction 1**
 -2
- II. Results 3**
 - Strengthened Resilience among People and Systems.....3
 - Inclusive and Sustainable Agricultural-led Economic Growth.....6
 - More Effective Governance, Policy, and Institutions7
 - Scalable Support for Country Stakeholders*.....7
 - Engaging Non-State Actors in Dialogue*8
 - National Agriculture Investment Planning*..... 10
 - Organizational Strengthening*..... 12
 - Enhanced Youth and Female Empowerment.....12
 - Self-Reliance and Local Ownership13
 - Table 1: Institutional Architecture Milestone Summary..... 16
- III. Challenges 19**
- IV. Opportunities for FY19..... 24**
- V. Learning and Adapting..... 29**
 - CAADP Backbone Support30
 - Testing an African-based, Scalable Approach to Leadership Training31
 - Facilitative Leadership to Mobilize Partnerships for Resilience and Fall Army Worm Response33
- VI. Management and Operations 37**
- VII. Mission Year-in-Reviews..... 39**
 - Bureau for Food Security40
 - East Africa Regional.....48
 - Ghana54
 - Guinea.....58

Kenya	61
Nigeria	69
Senegal	72
Somalia	78
Tanzania	80
Annex A. Performance Indicator Tracking Table (PITT).....	83
Annex B. Policy Progress Summary Table	86
Annex C. FY18 Institutional Architecture Milestones Achieved for USAID/Kenya.....	87
Annex D. FY18 Institutional Architecture Milestones Achieved for Bureau for Food Security.....	92
Annex E. FY18 Institutional Architecture Milestones Achieved for USAID/Senegal.....	103
Annex F. FY18 Institutional Architecture Milestones Achieved for USAID/East Africa Regional	110
Annex G. Key Partners and Collaborators in FY18	113
Annex H. Environmental Compliance	117

Acronyms

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

I. Introduction

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

This Program Year Five (PY5) summary of Africa Lead covers the Program’s key learnings and accomplishments from October 2017 through September 2018, as well as serving as the report for the fourth quarter (Q4) of Africa Lead’s Fiscal Year 2018. The report highlights Africa Lead’s support, facilitation, and training to improve institutional capacity and broader systems and institutional architecture to manage agricultural transformation as well to promote the effective, inclusive participation of non-state actors in policy processes. During PY5 Africa Lead activities also worked to promote and sustain a culture of learning and continued to build a process by which evidence can play a greater role in determining policy directions and programs in agriculture.

By design, Africa Lead activities are demand-driven, and the project serves as a flexible mechanism to support various USAID initiatives at the mission and continental level. Africa Lead is truly greater than the sum of its parts, and to appreciate its full impact, individual activities must be viewed within the context of the continent-wide goals that drive them. To illustrate the program’s complex network of

activities, Sections II – VI of this report describe our key successes, challenges, and lessons learned during PY5 across the project and how this learning has informed our strategic approach, provided an evidence base for best practice, and revealed insights into how to better accomplish our goals of aligning organizations, policies, and systems around CAADP. Section VII includes mission-level Year in Reviews, which provide a summary of PY5 activities and performance indicators for each project buy-in.

Africa Lead is committed to a culture of learning as a strategy for ensuring steady and incremental improvements in leadership, organizational, and systems strengthening in Africa for agriculture and food security. In the same way, our adaptability as a project team comes from the way we measure and articulate how we do our work, what we have learned from program implementation, and how we will continue to adapt our work. We strive to ensure that our annual reporting also provides a learning function – to inform our strategic approach, provide an evidence base for best practice, and reveal insights into how to better accomplish our goals. At its core Africa Lead is a learning project, and one of our greatest assets is relevant, timely, and valuable input for adaptive management and learning for our agricultural policy partners and stakeholders.

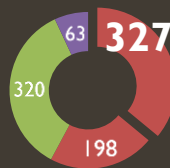


KEY PROJECT RESULTS

Year in Review | Fiscal Year 2018



912 organizations supported

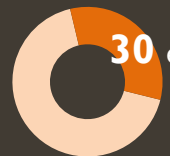


327 Private sector, community, & farmer organizations supported

- non-state actors
- public sector/government
- research/university/school



92 food security events



30 events engaging non-state actors

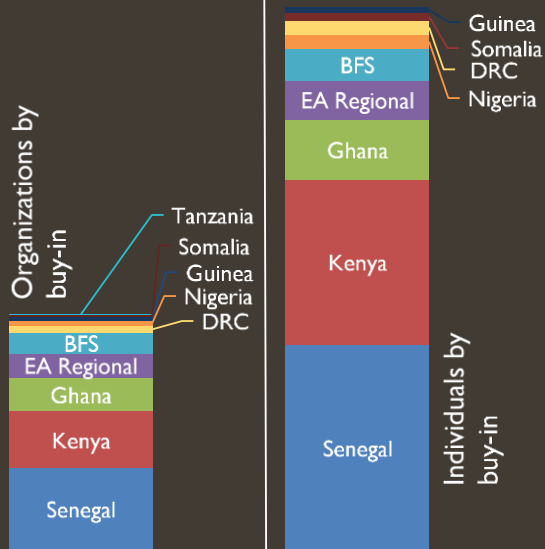


2,419 individuals engaged in food security policies or programs



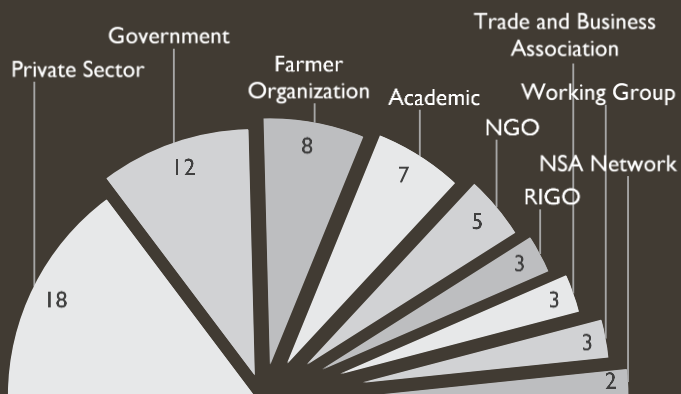
323 individuals trained

Organizations by buy-in



Individuals by buy-in

As a result of AL support, **61** organizations are applying improved practices:



II. Results



PREG County Joint Work Planning Workshop in Wajir County. Photo Credit: Africa Lead.

This section describes some of the key successes from FY18 implementation. Rather than providing an exhaustive summary of Africa Lead’s achievements (which are detailed in the Year in Review summaries found in Section VII), the purpose of this section is to highlight success across the program in various thematic areas that align with the Global Food Security Strategy (GFSS) Results Framework and USAID’s new strategic approach to promoting self-reliance. Several common themes emerged during FY18 implementation:

- Strengthened resilience among people and systems
- Inclusive and sustainable agricultural-led economic growth
- More effective governance, policy, and institutions
- Increased youth and female empowerment
- Self-reliance and local ownership

Strengthened Resilience among People and Systems

Africa Lead is contributing to strengthening resilience through a variety of activities, including piloting frameworks and tools to



measure improved resilience, as well as providing backbone support to partnerships and organizations (such as the National Drought Management Authority [NDMA] and Intergovernmental Authority on Development [IGAD]) for improved coordination of resilience activities at regional national and local levels.

In the final quarter of FY18, Africa Lead developed an initial conceptual framework linking various dimensions of market systems resilience to the GFSS overall objective of *strengthened resilience among people and systems*. Africa Lead also developed a draft protocol for piloting this conceptual framework as a tool to measure the resilience of market systems with implementing partners in Kenya in FY19.

Also in FY18, Africa Lead collaborated with the Partnership for Resilience and Recovery (PfRR) in South Sudan to adapt the methodology of the Institutional Architecture Assessment, Prioritization and Planning Toolkit for using consultative, participatory self-assessment approaches to assessing and improving resilience at the community level. Based on lessons learned and experience, Africa Lead customized the IA-APP tool into the Institutional Architecture for Recovery and Resilience (IA4RR) in Q4 to introduce a bottom-up approach to resilience and recovery planning, including mutual accountability to support the PfRR. Africa Lead will implement the IA4RR in select counties in FY2019 in partnership with other members of the PfRR (development partners and UN entities).

Also in Kenya, to improve response to emergency droughts Africa Lead provided technical support to NDMA for the development of its Strategic Plan (2018-2022). The plan was presented to key stakeholders, including EDE Pillar group members, cooperating partners, donor groups, and nongovernmental organizations (NGOs). The plan acts as a guide to strengthen NDMA's capacity to execute its

mandate and carry out core functions and responsibilities to mitigate drought in the arid and semi-arid lands, and is expected to enhance NDMA's organizational and system performance. Africa Lead further supported NDMA's annual work planning and budgeting processes through a five-day workshop for NDMA staff and stakeholders that will strengthen NDMA's ability to manage drought interventions in Kenya.

Africa Lead's other work in Kenya included backbone support to the Partnership for Resilience and Economic Growth (PREG), through which the program facilitated joint work planning and team building workshops for 167 participants in the counties of Garissa, Isiolo, Marsabit, Turkana, and Wajir as well as a National Joint Work Planning Workshop to enhance coordination between counties and national government for resilience activities. In addition, Africa Lead facilitated a PREG Learning Event in Turkana County to ensure that identified lessons learned are applied to improve PREG partners' programming to strengthen food security, nutrition, as well as water, sanitation, and hygiene (WASH) interventions.

As a result of PREG backbone support, a joint work-planning process has been mainstreamed at county and national levels and is improving collaboration, communication, mutual accountability, leveraged costs, and greater efficiency among 26 USAID implementing partners, other donors, and local and national government. Prior to PREG learning support, partners would plan individually and did not collaborate on program implementation. Deliberate joint work planning allowed partners to collaborate and leverage other partners' programming for greater success. As a result of the joint work planning, partners identified 49 layering sites that have been incorporated in the FY18 work plans of 17 USAID implementing partners and aligned with existing resources to



UNACOIS Sensitization Workshop. Photo credit: Africa Lead.

achieve a common agenda and leverage greater impact.

During FY18 Africa Lead also provided technical support to IGAD, a regional institution that is driving the resilience agenda. To serve as a strategic guide to IGAD's priority areas of focus within the resilience agenda for the next four years, Africa Lead supported USAID and IGAD in developing a four-year implementation letter (2018 – 2022). Africa Lead also facilitated one-on-one discussions with USAID and IGAD and a 1.5-day workshop to gather input for the implementation letter with clear milestones and outcomes. The letter further identifies linkages and opportunities for improving synergies and leverage across activities for enhanced partnership and coordination between IGAD units, partners, and other relevant programs.

Finally, Africa Lead work to strengthen resilience in the region focused on Fall Armyworm (FAW), one of the most destructive insect pests worldwide, now considered a threat that can roll-back gains toward regional food security and trade. Since its emergence in the East and Southern Africa region, significant efforts have been invested in controlling the spread of the pest. However, an East Africa regional framework to coordinate these efforts was lacking. For this reason, in Q4 Africa Lead supported the East Africa Community (EAC) Secretariat to design and organize a regional FAW workshop.

This regional workshop provided a platform to link key institutions intervening in the control of FAW, including the Food and Agriculture Organization of the United Nations (FAO), International Maize and Wheat Improvement



Center (CIMMYT), the International Centre of Insect Physiology and Ecology (ICIPE), the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA), and the Centre for Agriculture and Bioscience International (CABI). With 60 delegates in attendance, the main objectives of the workshop were to: take stock of the status of FAW management efforts and practices in the region; identify critical challenges and limitations in existing FAW action plans; and identify priority strategic actions to enhance FAW interventions within the EAC. The EAC committed to developing a regional FAW action plan to guide its efforts.

Inclusive and Sustainable Agricultural-led Economic Growth

Africa Lead is contributing to inclusive and sustainable agricultural-led economic growth through a variety of activities, including investing in wide-reaching behavior change campaigns to drive youth employment and human resources into the agricultural sector, strengthening investment platforms in agricultural zones outside of the capital in Senegal, and facilitating alliances to promote high-value export markets in West Africa.

As part of Africa Lead's strategy to lead African agriculture transformation, a key point of focus is nurturing and cultivating the next generation of leaders and entrepreneurs as they enter the agricultural sector workforce. The program works to achieve this goal by ensuring that youth view farming and agribusiness as a viable commercial activity. One of the challenges facing the agriculture sector in East Africa is low participation, low technical and entrepreneurial skills, limited opportunities, and inadequate awareness by East African youth in agriculture. Since FY17, Africa Lead has used mass media interventions that target youth to influence mindsets and attitudes on agriculture as a viable, commercial activity. In FY18, Africa

Lead, in partnership with subcontractor Mediae, launched the reality TV series titled, "Don't Lose the Plot" (DLTP) which aired in Kenya and Tanzania and focused on four young farmers from Kenya and Tanzania, farming and living side-by-side throughout the growing season.

Following the successful broadcast of that TV series, Africa Lead, in partnership with TNS RMS East Africa, conducted an impact evaluation of the TV series to measure the change in knowledge, attitudes, and behaviors of viewers ages 18-35 related to farming and agribusiness. It is estimated that 1.7 and 2.4 million youth in Kenya and Tanzania respectively watched DLTP. TNS collected data across 10,000 households in Kenya and Tanzania and obtained a sample size of 1,374 DLTP viewers. Results of the evaluation in Kenya indicated that viewers of the TV show had a positive attitude toward farming as a profitable venture, while in Tanzania viewers had a positive attitude toward farming as a viable employment alternative. In both countries, the TV show increased agricultural knowledge among viewers. Going forward, USAID can use the evaluation to inform future programming on the use of media for development programs and interventions targeting youth.

Africa Lead is also supporting agricultural-led growth in Senegal through assistance to the National Agency for the Promotion of Investments and Major Projects (APIX), which is the lead agency with the mandate to promote Senegal as an investment destination for local and international investors. In line with its promotion strategy, the Government of Senegal has created investment incentives to encourage companies to set up productive and job-generating businesses outside the capital, Dakar. These jobs are expected to improve living conditions of the local population and help curb migration of the rural population.

In collaboration with its partners, APIX is developing investment platforms in target areas to attract and increase private sector investment in certain priority sectors – such as agriculture, fisheries, and tourism – to help the agency achieve its mandate. To support this effort, Africa Lead is collaborating with APIX's Business Environment Directorate to operationalize an investment platform in the St. Louis region of Senegal. As the St. Louis region is responsible for 30 percent of the Senegal's cereal production and 60 percent of its rice production, a focused effort on investing in this region could have a significant impact on the agricultural sector.

Africa Lead is also promoting inclusive and sustainable growth of the mango sector through development of the West African Regional Mango Alliance (WARMA), which is a professional association headquartered in Dakar that promotes the production and export of mangoes in regional and international markets. Participants in its first General Assembly validated the WARMA constitutional rules and procedures, elected the permanent Executive Board, and developed a roadmap identifying priority actions to implement. Africa Lead will support WARMA/ARMAO to achieve its new road map.

More Effective Governance, Policy, and Institutions

The Africa Lead program is designed to contribute to more effective governance, policy, and institutions at continental, regional, and country levels. In FY18 the program developed and tested scalable approaches to help country stakeholders facilitate inclusive, multi-stakeholder and multisectoral coordination. These approaches included a toolkit to help country stakeholders improve governance related to food security policy reform, virtual coaching and mentoring support for CAADP country team facilitators in several countries,

and online platforms to improve dialogue and information-sharing in the seed sector for East Africa. In addition, Africa Lead provided targeted and ongoing technical assistance and facilitation to support the refresh of National Agricultural Investment Plans in Kenya and Senegal. Lastly, in the West Africa (WA) region, Africa Lead delivered capacity-building support to key agricultural institutions to improve the effectiveness of agricultural programs and policies.

Scalable Support for Country Stakeholders

Because food security is a complex and dynamic issue, effective policy solutions require cooperation across a variety of sectors, as well as coordination with governmental units and agencies. In addition, policy changes have a greater likelihood for positive impact when they are managed using evidence and involve engaged citizens. Institutional architecture (IA) is the capacity of government, in consultation with civil society and private sector, to enact and implement improved policies. During FY18, Africa Lead developed and piloted tools to help country stakeholders understand, monitor, and ultimately improve coordination between the groups that must work together to manage food policy changes.

Africa Lead shared a first draft of the Institutional Architecture Assessment, Prioritization and Planning (IA-APP) [toolkit](#) with USAID and other stakeholders for feedback. The toolkit includes a participatory, multi-stakeholder self-assessment approach that was adaptively rolled out through consultative workshops in Kenya, Senegal, and Tanzania. Under this approach stakeholders assess their own country's status in a participatory workshop, and then create a prioritized IA Action Plan.

- In Kenya, Africa Lead collaborated with the Kenyan Ministry of Agriculture and



Irrigation (MoIA), the Joint Agriculture Sector Secretariat (JAS), and the Agriculture Council of Kenya (an apex NSA group) to organize the first pilot of the IA workshop and toolkit elements. A video explaining the IA workshop concept and demonstrating its value in the Kenya pilot can be found [here](#).

- In Senegal, Africa Lead co-organized a three-day National Agriculture Investment Plan (NAIP 2.0) workshop with the Direction de l'Analyse de la Prevision et des Statistiques Agricoles (DAPSA)/Ministere de l'Agriculture et de l'Equipeement Rural (MAER). Participants identified the constraints hindering effective implementation of the NAIP 2.0; a video from that workshop can found [here](#).
- In Tanzania, Africa Lead facilitated a three-day workshop with stakeholders from inside and outside the Government to better understand Tanzania's IA and its link to food security, the Agriculture Sector Development Program (ASDP) II, Joint Sector Review (JSR), and Biennial Review (BR) processes. It is expected that the IA Action plan will be a useful input for Component 4 of the ASDP II.

During FY18, Africa Lead supported skilled technical experts with professional facilitation skills and relationships with key government stakeholders to support key CAADP processes in select 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 follow:

- 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.

Engaging Non-State Actors in Dialogue

In the East Africa (EA) region during FY18, Africa Lead continued to facilitate inclusive, multi-stakeholder and sustainable agriculture policy dialogue to improve seed policy and governance in the seed sector. For example, Africa Lead contracted Agri Experience to assess the regional seed sector and identify barriers to cross-border trade that persist even with efforts to harmonize seed trade policy. The assessment included a desk review and field data collection in five countries from seed companies, seed trade associations, regulatory authorities, development partners, and other



Participants of the Ministry of Water and Sanitation Procedures Manual Validation Workshop in Dakar, Senegal. Photo credit: Africa Lead.

service providers. Africa Lead then facilitated a validation workshop to identify specific barriers and recommendations to enhance cross-border seed trade.

Furthermore, to enhance collaboration, communication, and learning between seed sector actors in the Common Market for Eastern and Southern Africa (COMESA) region, Africa Lead continued to consolidate gains and expand the online East Africa Seed Network to 127 registered members in FY18. Using the platform, Africa Lead also facilitated two learning webinars on access to finance and a regional seed sector study by The African Seed Access Index (TASAI) study. Africa Lead also added key seed actors to the network at the USAID/Ethiopia Country-Level Stakeholders Dialogue.

During FY18 Africa Lead also launched the NSA Small Grants Program (SGP) in partnership with the CAADP NSA Coalition (CNC) to strengthen the network of NSAs

aligned to CAADP to improve citizen engagement in food security at subnational and national levels in Kenya and Senegal. 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

Four out of the six grantees completed their activities during the fiscal year – Sugar Campaign for Change (SUCAM), Open Institute (OI), Africa Agribusiness Academy (AAA), and National Potato Council of Kenya (NPCK) – all of which are in Kenya. Kericho Dairy



Development Organization (KDDO), in Kenya, and Conseil National de Concertation et de Coopération des Ruraux (CNCR), in Senegal, will continue implementation into early FY19. Key accomplishments completed during the year follow:

- Sugar Campaign for Change – SUCAM’s activities aimed to bolster public participation in national and county-level planning and budgeting for food and nutrition security projects in three counties in Kenya – Kakamega, Kisumu, and Homa Bay. Key activities included profiling food and nutrition projects with a specific focus on the status of financing, management, and marketing of agricultural activities, as well as forming farmer Budget Action Group (BAGs) that are now equipped to engage county-level budgeting committees.
- National Potato Council of Kenya (NPCK) – NPCK activities sought 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. With Africa Lead support, NPCK organized and conducted a two-day national potato conference. NPCK also conducted similar county-level stakeholder training in Kenya’s Meru and Nakuru counties, in addition to an analysis to guide future action in budget allocations. Working closely with the county governments of Nakuru and Elgeyo Marakwet, NPCK also contributed to draft potato strategies.
- Open Institute (OI) – With support from the SGP, OI trained farmers in two locations in Kenya’s Nakuru county in CAADP processes and in collecting agricultural-based data via mobile

phones. Farmers’ data collected from more than 4,000 households is now publicly available online (<https://datalocal.info/farmersdata/>). Through data fairs, OI worked with farmers in both locations to analyze, visualize, and discuss the data, allowing the farmers to develop evidence-based priorities with which to engage county government. In September 2018, the farmers of Bahati and Kirima submitted a memo to the Governor of Nakuru county stating their priorities for upcoming budget decisions and county-level planning.

- Africa Agribusiness Academy – The aim of Africa Agribusiness Academy’s (AAA) grant was to organize agro-based SMEs into a forum for strategic and focused policy dialogue, and to empower this forum to interpret CAADP to support their policy dialogue agenda. AAA mapped and profiled agribusiness MSMEs, sensitized identified stakeholders on the CAADP process, empowered them to interpret CAADP processes and to understand their role in realization of Malabo commitments, facilitated the validation and adoption of a policy position paper, and formed a working team to spearhead policy engagement at the national level.

National Agriculture Investment Planning

Improving the coordination of actors in Kenya’s agriculture sector has been recognized as a critical step in implementing the new sector strategy, the Agriculture Sector Transformation and Growth Strategy (ASTGS). Better coordination is necessary given the devolution of agriculture functions and separation of roles at the national and county government level. Since 2014 Africa Lead has provided crucial

coordination support within Kenya's agricultural sector to enhance institutional effectiveness and governance. In FY18 Africa Lead continued to provide technical support to the Joint Agricultural Sector Consultation and Cooperation Mechanism (JASCCM), a mechanism established to coordinate joint national and county government priorities for the development of the agriculture sector. The JASCCM facilitates intergovernmental policy dialogue in the agricultural sector to address issues and improve coordination and performance. Its oversight structure is the Joint Agricultural Sector Steering Committee. (JASSCOM), chaired by the Ministry of Agriculture, Livestock, and Fisheries (MOALF) Cabinet Secretary and the Chair of the Agriculture Committee of the Kenya Council of Governors.

To support this effort, Africa Lead facilitated targeted Write Shops for 170 representatives from the MoALF, counties, the private sector, universities, thematic experts, the Agricultural Council of Kenya, and development partners from Q1 to Q3. The ASGTS was completed this year, along with its investment plan that articulates CAADP, Malabo, and other global agricultural targets. The Government of Kenya will launch the ASGTS in 2019, and it will serve as a guide to national and county governments on agricultural development.

To ensure private sector buy-in of the ASTGS/NAIP process, Africa Lead facilitated two workshops convening 189 private sector actors, government officials, and USAID partners from across the agriculture product value chain to engage them in the ASTGS and ensure that their input was included in this important five-year strategy that promotes agricultural transformation in Kenya.

Similarly, in Senegal Africa Lead played a key role in facilitating the review of the first generation of the NAIP and coordinated the process to enable key stakeholders involved in

the agricultural sector to develop the plan for the next period of 2018-2022. The technical assistance Africa Lead delivered helped the Senegalese NAIP 2.0 National committee to collate the investment projects of the different sectoral ministries, realize the overall cost of implementing the NAIP 2.0, conduct an economic and financial analysis of the investment plan, and establish the NAIP 2.0 results framework in relation to the regional framework. The investment plan, which includes projects and programs, is valued at 2,465 billion CFA (approx. \$4.482 billion) over the period 2018-2022. The Senegalese NAIP 2.0 document has since been finalized and technically validated.

In collaboration with the Ministry of Agriculture and Rural Equipment (MAER), Africa Lead also organized the three-day NAIP 2.0 Institutional Architecture Assessment Workshop from May 29-31, 2018. At the end of the workshop, participants outlined six action plan items to address: 1) non-mastery of food security and nutrition issues by parliamentarians; 2) weak technical capacity of actors to develop and evaluate projects and policies; 3) poor communication between the central level and actors at a decentralized level; 4) a lack of qualified human resources and financial resources for monitoring and evaluation of policies; 5) a lack of finance and delay in setting up funds / mobilizing financial resources; and 6) a low level of ownership of the recommendations of the Joint Sector Review by stakeholders. Africa Lead will continue to support the Ministry in FY19 to implement the action plan.

During FY18 in Senegal, Africa Lead also supported the "Groupe de Dialogue Social et Politique" (GDSP) to publish its [contributions to Senegal's new National Agricultural Investment Plan \(the NAIP 2.0\)](#). GDSP is a non-state actor group with the mandate to improve participation by NSAs in the implementation of CAADP in Senegal. During FY18 GDSP also presented



the strategy document of contributions to stakeholders representing the government, civil society, farmers' organizations, and donors. In the document, GDSP defined its strategy to monitor the implementation of the NAIP 2.0 and defined the role it intends to play to influence policy change around water, land, forestry, and fishing to ensure food security and sustainable development. With support from Africa Lead, GDSP published and disseminated 2,000 copies of its strategy to stakeholders from the agriculture sector in Senegal.

Organizational Strengthening

In the West Africa Region, Africa Lead has become a trusted partner in facilitating organizational change and strengthening the capacities of a variety of actors engaging in agricultural issues – from research institutions and civil society groups, to local- and national-level government entities. Over the years, stakeholders working to tackle agricultural challenges, shore up capacities, and respond to a changing policy environment have looked to Africa Lead to balance sector expertise with an effective approach to building capacity and achieving organizational change.

During the past five years in West Africa, Africa Lead has worked to build the capacity of staff at the Permanent Interstate Committee for Drought Control in the Sahel (CILSS), the West and Central African Council for Agricultural Research and Development (CORAF), and the Economic Community of West African States (ECOWAS) Directorate of Agriculture and Rural Development (DARD). For example, Africa Lead has supported the recruitment and sourcing of young professionals to provide technical assistance and capacity enhancement to help CILSS, CORAF, and ECOWAS perform organizational functions. ECOWAS hopes to receive more support services from Africa Lead in the future, such as through a Young Professional Program, the delivery of capacity

development services, and logistics management of ECOWAS meetings/workshops.

Enhanced Youth and Female Empowerment

Africa Lead activities in Ghana focused on developing and nurturing networks to mobilize women by, for example, providing access to basic financial services. The Ghana program also invested significantly in building networks to strengthen advocacy and leadership efforts for youth, including through an annual leadership workshop organized by Youth Arise Organization (YAO) for senior high-school graduates.

Africa Lead's support to the Savannah Integrated Rural Development Agency (SIRDA) aimed to strengthen non-state actors to promote gender issues, women's empowerment, and gender mainstreaming in agribusiness – and to increase access to markets and financing. Through a grant facility, Africa Lead supported SIRDA to increase the capacity of rural women in Northern Ghana by providing access to three basic financial services – savings, credit, and social insurance. Through this grant, SIRDA reached more than 2,000 beneficiaries in more than 40 Village Savings and Loan Associations (VSLAs), providing training and support around transparent governance and efficient resource management.

During Q2, these groups conducted the annual cash share-out process, and since the end of the grants program, SIRDA has enrolled four new groups. All the VSLA groups established from the Africa Lead grants program are still in place, and members are committed to the saving plan. SIRDA still carries out monitoring visits to the associations, and the members of the association continue to receive extension services to help them increase yields on their farms.

During FY18 Africa Lead also supported the Women in Agribusiness Network Ghana (WIANG) to organize their yearly Super Women's Conference. In the absence of Africa Lead, the network independently sourced funds from the USAID Borlaug High Education for Agricultural Research and Development (BHEARD), the Techiman Municipality Assembly, and the Chiefs and Queen Mothers of Techiman to organize its third Super Women's Conference and World Rural Women's Day program. The program on October 12, 2018 brought together about 300 participants, mostly women, around the theme, "Building Capacity for Women Empowerment – Rural Women Promoting Seed and Nutrition." WIANG carried out this initiative in the absence of Africa Lead, demonstrating its commitment and the dedication of its leadership and members. The continuation of such activities will empower women to contribute to the growth of the agricultural sector in Ghana.

In addition, Africa Lead has facilitated the establishment of strong NSA networks and awarded small grants to networks with demonstrated potential to steer agricultural transformation initiatives in Ghana. These grants were awarded to strengthen the organizational capacity of NSAs to design, manage, and scale up agribusiness initiatives; to lead policy advocacy programs; and to reinforce a results-oriented and learning culture within networks. In FY18, the African Youth Network for Agricultural Transformation (AYNAT) officially launched the Growing Sustainable Horticulture (GrowS-Hort) Incubator Center and graduated a cohort of 30 youth agri-preneurs. After grant support to AYNAT ended, the organizations have continued to carry out activities including advocacy work on a universal pricing system.

Finally, for the past three years Africa Lead has co-funded organization of the Leadership Diary Training Program (LDTP), an annual leadership workshop organized by Youth Arise

Organization (YAO) for senior high-school graduates. The workshop empowers young people through education and training, encouraging them to serve as social change agents and become effective leaders. This year YAO carried out the program without support from Africa Lead, amidst some financial challenges.

Self-Reliance and Local Ownership

USAID's new strategic approach – called "Journey to Self-Reliance" -- seeks to more systematically orient its programming toward building the capacity of countries to plan, finance, and manage their own development. This section highlights key achievements and milestones supported by Africa Lead in our programs during FY18.

In Kenya, Africa Lead continued its support and engagement of non-state actors (NSAs) by providing institutional and technical support to the Agricultural Council of Kenya (AgCK) to further enhance its role in inclusive policy dialogue and decision-making at county and national levels. Africa Lead supported AgCK to conduct a membership drive to increase their membership from 13 organizations to 21 organizations representing more than 2.8 million farmers and other stakeholders in Kenya.

In Q2 Africa lead supported AgCK in the development of a business plan, resource mobilization and institutional sustainability strategies, and mentorship support throughout the process. Later, in Q4 Africa Lead facilitated a meeting for AgCK's Board of Directors (BoD) and members to validate the business plan and strategies. During the meeting, the BoD and members agreed on a detailed roadmap focused on strategy, governance priorities, human resources, fundraising, and the establishment of a resource center. Immediate actions from the members included: updating membership data, reconstituting the AgCK



board, onboarding a full-time CEO, improving ongoing processes, and finding a more structured fundraising strategy. AgCK's proposed business plan will help AgCK to achieve its mandate and realize its overall objectives through improved member engagement, resource mobilization, and strengthening of AgCK's programs and services.

Africa Lead also supported the Ministry of Agriculture and Rural Equipment (MAER) in Senegal to chair the third consecutive Joint Sector Review process in FY18 to review achievements of the previous year, critically assess challenges encountered across the agriculture sector, and make recommendations for the upcoming year. A highlight of this meeting was the plenary on local agricultural products and the need to increase the consumption of local products. Stakeholders at the event emphasized the importance of promoting the consumption of local agricultural products; the inclusion of women in production, processing, and marketing of local products; and the maintenance of quality across the value chain. Participants also emphasized the need to improve the nutritional value of local products, develop a contracting scheme to better market local products, and improve research.

Also in Senegal, Africa Lead has delivered technical assistance to the Bureau opérationnel de Suivi du Plan Sénégal émergent (BOS/PSE) since its inception in 2015. BOS is charged with the responsibility to monitor the government's implementation of the PSE. Overseen by a Minister, BOS is divided into monitoring units dedicated to each of the PSE's key projects and reforms. BOS has significantly improved its M&E capacity through workshops, training, and ongoing support provided by Africa Lead. The Africa Lead M&E training enabled BOS to develop and monitor specific and operational indicators for each PSE activity under implementation. A significant output of the Africa Lead training was a road map for

each of the 17 key projects and reforms. Each project leader now has the tools to monitor their respective initiative's progress in real-time, as well as provide weekly progress reports to leadership staff.

In FY18, BOS has demonstrated improved capacity to carry out technical activities such as the preparation of the annual review and planning workshops. Weeks prior to these workshops, BOS executive staff organizes technical meetings with its partners and holds a pre-review of its PMP. In addition, the institution has independently developed working documents that are helping to improve monitoring of their activities and the results they achieve with partners.

Another important achievement in the journey to self-reliance is the institutionalization of Africa Lead's flagship Champions for Change (C4C) leadership curriculum at the Institut Supérieur d'Agriculture et Entrepreneuriat (ISAE) of the University of Cheikh Anta Diop (UCAD) in Senegal. The Institute's mandate is threefold: (i) train students in agriculture and agribusiness; (ii) provide continuous education to agricultural professionals to work in agribusiness; and (iii) provide service to the community, using an innovative approach that combines theoretical and hands-on practicum/internships with agro-enterprises, farms, and other agriculture value chain enterprises.

This opportunity has enabled Africa Lead to integrate its flagship C4C modules into the core curriculum of the institute. ISAE/UCAD expects to enroll more students to develop theoretical and practical skills they can use to contribute to the growth and sustainability of the agricultural sector in Senegal. To build on the integration of the C4C curriculum in the Institute's curriculum, Africa Lead has supported the establishment of an internship program that lends students of UCAD/ISAE the opportunity to be assigned to an agribusiness enterprise to develop their

skills for a 10-week period. ISAE recruited an Internship Coordinator to implement the internship program. As part of the recruitment process, the institute mapped Senegal's agribusiness enterprises, identified about 250 agri-business enterprises, and signed agreements with 26 enterprises across the country to recruit interns. The institute has an inaugural cohort of 60 students; 28 of them (20 males and 8 females) have completed the internship program, while 18 (9 males and 9 females) are expected to graduate in December 2018. The remaining 14 students will commence the program this semester. Africa Lead will continue to support the institute to build the capacities of students to contribute to the development of the agricultural sector in Senegal.

Initially ISAE recruited the Internship Program Coordinator for one year, in line with Africa Lead's tenure for the internship program.

However, because of the success of this program and in view of its importance, the Rector of the university has permanently recruited the Coordinator to work with the institute. In addition, due to a lobbying effort from ISAE to obtain government support for the internship program, the Government of Senegal through the Ministry of Education scholarship division has committed to support each ISAE/UCAD intern with 100,000 FCFA (around \$200) during the internship period. This commitment indicates that the university plans to sustain the internship program.

Finally, with support from Africa Lead, the African Agribusiness Incubation Network (AAIN) and ISAE/UCAD plan to partner in 2019 to establish an incubation center to develop the skills of various individuals through training, mentoring, and related programs – and to carry out initiatives to contribute to the transformation of agricultural businesses in Africa.



Table 1: Institutional Architecture Milestone Summary

This table presents a high-level summary of the IA milestones achieved on Africa Lead in FY18 across the program. More detail, as required by the Performance Indicator Reference Sheet (PIRS), is included in Annexes D through G.

Milestone	Mission	Policy Element
A strong and technically-robust Joint Sector Review (JSR) process was conducted in Senegal for the third consecutive year. Chaired by the Ministry of Agriculture and Rural Equipment (MAER), the JSR served as an effective platform for key stakeholders to review achievements of the previous year, critically assess challenges encountered across the agriculture sector, and to make recommendations for the upcoming year.	Senegal	6
Senegal's second generation National Agriculture Investment Plan was developed and technically validated by the Ministry of Agriculture and Rural Equipment (MAER) with constructive input from producer groups and civil society actors. A functional platform organized and consolidated feedback from nonstate actors (NSA), articulated a coordinated proposal to contribute to monitoring the implementation of the NAIP 2.0 and defined the role they intend to play to influence policy change around water, land, forest, and fishing to ensure food security and sustainable development.	Senegal	2, 3
The Bureau Operationnel de Suivi du Plan Senegal Emergent (BOS/PSE) is collecting and analyzing timely data from across Ministries to monitor specific and operational indicators for each PSE activity under implementation. Performing these key roles in the policy reform system demonstrates that BOS has improved capacity to serve as a functional feedback loop adaptive management and improved implementation of the PSE.	Senegal	4, 5
The first General Assembly of the West African Regional Mango Alliance (WARMA) was held, which included 32 participants representing public and private sectors from the eight countries in the region. Participants at the meeting validated the WARMA constitutional rules and procedures, elected the permanent Executive Board and developed a roadmap identifying priority actions to implement. The WARMA is serving as a function platform at the regional level in the West Africa for actors in the mango value chain to dialogue, coordinate and harmonize policy based on evidence-based recommendations and learning.	Senegal	3, 4
The Ministry of Agriculture and Rural Equipment (MAER) collectively endorsed recommendations provided by Africa Lead and began implementing an action plan to develop a monitoring and evaluation (M&E) and knowledge management platform to improve information sharing, communication and access to shared databases within the Ministry.	Senegal	4
Improved leadership and change management capacity enabled Cellule de Lutte contre la Malnutrition (CLM) to better coordinate with other government departments in the development of the second generation National Agriculture Investment Plan (NAIP). As a result of more effective intragovernmental, multisectoral coordination, the NAIP reflects now reflects both nutrition and agriculture priorities.	Senegal	2
The Direction de l'Appui au Secteur Privé (DASP) within the Ministry of Economy and Finance now has a functional monitoring and evaluation (M&E) system, which is serving a model for other institutions. Improved M&E capacity is enabling DASP to better identify business friendly reforms and play a constructive, evidence-based role in platforms for public-private dialogue.	Senegal	4, 5
Effective platform established at the regional level in the Common Market for Eastern and Southern Africa (COMESA) region for seed sector actors to dialogue, coordinate and harmonize policy based on evidence-based recommendations and learning.	East Africa Regional	3, 4

Milestone	Mission	Policy Element
Joint Agriculture Inter-Governmental Secretariat (JAS-IGS) is functional and is serving as an effective coordination platform between national and subnational level to ensure that agricultural programs, project, policies are harmonized. Through the JAS-IGS, both levels of government were engaged to develop Kenya's Agriculture Sector Transformation and Growth Strategy (ASTGS) and the National Agriculture Investment Plan (NAIP).	Kenya	2
The Agricultural Council of Kenya (AgCK) performed the following key functions as an apex body to facilitate high levels of participation from private sector value chain actors, youth and farmer groups in Kenya's NAIP/ASTGS development process: coordinating NSA at various levels, organizing them along specific value chain segments, gathering feedback on relevant issues, representing them to communicate their needs and priorities. Performing these key roles in the policy reform system demonstrates that AgCK has improved capacity to serve as a functional non-state actor apex organization at the national level.	Kenya	3
The Agriculture Rural Development Donor Group (ARDDG) developed a donor investment mapping tool, which mapped all donor investments in the agricultural sector against the various Government of Kenya (GoK) agriculture priorities. This is improving the delivery of needs-based assistance and donor alignment to country priorities. The ARDDG is now serving as a functional and effective platform to enhance a shared vision, trust and open communication between government and donors on food security priorities.	Kenya	6
Improved platforms for joint planning and coordination for resilience priorities has been established at national and county levels through the Partnership for Economic Growth and Resilience (PREG) partnership. This is leading to improved efficiency, better alignment and trust between government and donors to implement resilience priorities.	Kenya	6
The CAADP Nonstate Actors Coalition is serving as a moderately effective platform to collectively engage nonstate actors in CAADP processes at the continental level and to raise the awareness of the importance of participation of non-government stakeholders in agricultural development and food security policy reform. While the capacity of the CNC remains limited to perform key roles in the CAADP system as a functional non-state actor apex organization at the continental level, the recent Biennial Review represented a significant milestone for the CNC to play an influential role in generating awareness and opportunity for NSA top participate in the exercise.	BFS	3
With support from Africa Lead, the Kenyan Ministry of Agriculture and Irrigation (MoIA) piloted a participatory, multi-stakeholder self-assessment of the country's institutional architecture and co-developed a prioritized action plan. The pilot raised awareness and generated demand for using the IA framework and conducting Joint Sector Reviews at county levels, which will strengthen alignment and coordination between national and subnational policy processes for agriculture.	BFS	2, 5
With support from Africa Lead, Senegal's Direction de l'Analyse de la Prevision et des Statistiques Agricoles (DAPSA) / Ministere de l'Agriculture et de l'Equipement Rural (MAER) piloted a participatory, multi-stakeholder self-assessment of the country's institutional architecture and co-developed a prioritized action plan. The process strengthened open communication and improved collaboration between a multisectoral group of stakeholders, which will lead to efficiency, better alignment and trust to implement Senegal's second generation National Agricultural Investment Plan (NAIP 2.0).	BFS	2, 5
With support from Africa Lead and the Agriculture Sector Policy and Institutional Reforms (ASPIRES) project, Tanzania's Policy Analysis Group (PAG) piloted a participatory, multi-stakeholder self-assessment of the country's institutional architecture and co-developed a prioritized action plan. The IA action plan was adopted for implementation by the PAG, which will strengthen the capacity of the PAG to serve as an effective coordination mechanism for agricultural policy reform in Tanzania.	BFS	3, 4



Milestone	Mission	Policy Element
<p>With support from Africa Lead, the CAADP Development Partners Coordination Group (DPCG) is serving as an effective platform among Development Partners, international financial institutions, UN technical agencies, and research and technical partners to coordinate the implementation of the CAADP agenda. A functional donor coordination platform at the continental level that enhances a shared vision, accountability and open communication between government and donors on food security priorities will ensure that international aid donors provide funds and other forms of support to governments, NGOs, multilateral institutions, research institutions and others that encourage African agriculture transformation according to the CAADP agenda.</p>	BFS	6
<p>With Africa Lead support, the Sugar Campaign for Change (SUCAM) piloted an approach to improve public participation in planning and budgeting for food and nutrition security projects at the subnational level in three counties in Kenya (Kakamega, Kisumu and Homa Bay). The Budget Action Group (BAG) is now functional in Kisumu and has improved the capacity of farmer-based nonstate actor groups to engage county level budgeting committees.</p>	BFS	3, 5
<p>With Africa Lead support, Open Institute piloted an approach to improve public participation in monitoring, implementing and planning for food security and nutrition projects at the subnational level in Nakuru County. An online portal with agricultural data from 4,000 households was launched and has improved the capacity of the Nakuru government to prioritize budget allocations for agricultural projects, as well as farmer-based nonstate actor groups to engage county level planning.</p>	BFS	3, 5
<p>The Africa Union's first inaugural Biennial Review was completed for the continent in January 2018, which provides a significant learning opportunity for to inform specific actions and recommendations for country level stakeholders. With Africa Lead support, the AU is collaborating with regional and country level stakeholders to ensure the BR findings are useful to trigger policy and programmatic responses within National Agriculture Investment Plans (NAIP) and other country-level processes.</p>	BFS	6
<p>With Africa Lead support, the Agricultural Council of Kenya (AgCK) improved the capacity of its members to engage in policy dialogue on budgetary allocation and expenditure in the agricultural sector. By training members and extending the use of the NSA Advocacy and Consultation Tool (NSA-ACT), AgCK is strengthening the capacity of non-state actors (NSA) to play a constructive role in the policy reform system, which also enhances the performance of AgCK has a functional apex organization at the national level.</p>	BFS	3, 5

III. Challenges

The following section describes some of the challenges Africa Lead faced during FY18 implementation. While not an exhaustive summary of Africa Lead's implementation challenges, the goal here is to highlight common issues that emerged across the program to better inform and adapt future design and management.

Continued coordination challenges and capacity gaps for implementation of CAADP and Malabo Commitments – There is still a fair amount of disjointedness in the implementation of CAADP, with different agencies and development partners supporting different initiatives. Closer interactions within

the Development Partners Coordination Group (DPCG) help, but the issue will be more easily addressed as DPCG-AU Coordination Meetings become a regular feature of the CAADP process. In addition, there is low capacity within RECS and the AU – the staffing complement was reduced after the end of the Multi-Donor Trust Fund (MDTF), which supported critical positions – particularly in the RECS. This change has compromised the ability of RECS to offer more intensive strategic support to CAADP implementation at regional levels. Africa Lead and other agencies have mitigated this gap by providing strategic technical support, including for facilitation and documentation of meetings; however, this



Horn of Africa Resilience Network (HoRN) Annual Regional Meeting. Photo credit: Africa Lead.



temporary solution requires attention. Furthermore, there is limited joint learning and information-sharing between countries. Not surprisingly, the BR process revealed that some countries had better strategies and performed better than others. This situation calls for an improved learning system that continuously consolidates and shares lessons.

Difficulty responding to leadership changes and competing priorities at partner organizations

Changes in leadership at regional intergovernmental organizations (RIGOs) led to the slow implementation of East Africa portfolio activities in FY18. For this reason, there was increased pressure on Africa Lead to design and implement the cumulated activities that threatened to compromise the quality of activity outcomes. Moving forward it is recommended that both Africa Lead and USAID allocate reasonable timelines for carrying out planned activities and be prepared to revisit / adjust these timelines as needed if/when delays occur.

Africa Lead also received funding from USAID to strengthen the management and governance of the Africa Land Policy Center (ALPC) in FY18 through executive coaching support. As of the writing of this report, progress had stalled because USAID and its donor partners continued to face challenges in securing the commitment from ALPC's leadership on a concrete plan of support.

Similarly, reorganization within USAID/KEA in FY18 led to management changes for the EA Resilience portfolio. Some Africa Lead activities could no longer be implemented due to shifts in the strategic direction. EA Resilience as the regional resilience learning activity for USAID provides a unique opportunity to facilitate learning within the Horn of Africa Region. As a way forward, the new activities after the reorganization were to be informed by the annual Horn of Resilience Network (HoRN) that was initially to be held in May. However, due to

other conflicting activities within USAID, the workshop was not held until September.

In addition, political unrest after Kenya's General Elections in Q1 caused delays in the implementation of planned activities. Even after the eventual swearing into office of new leadership in national and county governments, the pace of work was slow, as the officials, many of them new to their positions, settled in. This has slowed policy development processes and delayed some activities until next year. At the same time, a Presidential directive to end corruption in Kenya resulted in anti-corruption investigations in institutions like the Ministry of Agriculture, Livestock, Fisheries, and Irrigation, which culminated in the arrest of the Agriculture Principal Secretary and contributed to delays in the implementation of planned activities.

Africa Lead's experience in Senegal demonstrates the challenge of supporting improved performance of a partner organization that has significant competing priorities. For example, the Ministry of Agriculture requested Africa Lead's support to provide capacity building in specific areas. However, due to competing priorities of the senior staff, the training plan has not been approved by the Ministry. Africa Lead is working with the Ministry to resolve this challenge.

Complexity of inclusive policy dialogue

Agricultural policy formulation in Kenya's devolved governance system is a complex process that involves the Ministry of Agriculture, Livestock, and Fisheries (MOALF) and related sector ministries, other national stakeholders, representatives from the 47 county governments, the private sector, agriculture and agribusiness institutions, civil society, and development partners. Africa Lead's concern this year with ASTGS strategy development was that although the 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 led to a need for further sensitization and domestication at the national and county level. Another challenge lies with the JAS representative appointment process, where representatives are appointed on a one-year rotational basis. Frequent -- and in this case, routine -- turnover can present practical and significant challenges to the continuity of policy dialogue and development processes.

Under PREG, there is a challenge around knowledge transfer in the counties. Despite PREGs' joint county work planning processes, frequent monthly meetings, and information sharing, some members of the PREG county teams were not aware of the work plans developed in FY17, of the existence of a PREG manual, or the monthly eUpdate communication platform. Staff turnover in the counties is a significant factor in this knowledge gap. New staff did not receive any orientation into the PREG county team and would, therefore, not participate in PREG activities. To address this challenge, Africa Lead has shared contact information of all the PREG partners who participated in county joint work plan development with the County Lead. This will ensure that the County Leads are able to follow up on deliverables assigned to individuals. New staff members in the counties have also been added on PREG WhatsApp groups so that they are aware of the various PREG activities taking place in their respective counties.

Lack of data for evidence-based decision-making in the agricultural sector – In the East Africa region a lack of data is a major hindrance to evidence-based decision making, design of concrete strategies and interventions to reduce barriers to seed trade, and operationalization of regional seed policy. Africa Lead designed a robust study to identify

barriers to regional seed trade and recommendations to improve cross-border trade. However, the effectiveness of the study methodology and findings was constrained by a lack of reliable data in the field. The lack of reliable data in the region, therefore, has negatively affected the design of subsequent activities.

At the continental level, the AU's Biennial Review process also demonstrated the limitations of country data systems. Missing data; low capacity for collection, analysis, and interpretation; lack of coordination; and limited funding were among the issues cited across countries.

Quick closure of the regional office in West Africa affected the completion of some program activities – The West Africa Regional office implemented various programs for the Ghana, West Africa, Democratic Republic of Congo, Guinea, Nigeria, and Sierra Leone Missions. Africa Lead was expecting these programs to continue into FY18, however anticipated activities had to be scaled back in early FY18 due to lack of funds. The sudden closure of the regional office affected the implementation of final activities, including transition planning and end of project learning activities. Because Africa Lead did not adequately plan closedown of this office, technical and administrative management of final activities suffered. For example, partners were not able plan for taking on roles to sustaining the efforts of Africa Lead. Africa Lead is learning from this challenge, and will seek to balance adaptive management with stronger transition planning for the closedown of remaining programs in ESA and Senegal in 2019.

Co-implementation of the small grants program was a challenge due to a lack of clarity of roles – While Africa Lead has managed grants of various sizes and scopes through its program buy-ins, the NSA Small



Grants Program is unique in that it is co-implemented with the CNC. Co-implementation brought management challenges that demanded significant time and attention during the launch phase and have slowed administration. There is significant value in the partnership with CNC, but we had misaligned expectations around organizational and individual roles and decision-making processes, which contributed to a bumpy start.

Africa Lead struggled to balance locally-driven results with timeliness on the IA-APP pilot activities

– The IA-APP Toolkit pilot activities were intentionally designed to be responsive to local needs and integrated with ongoing processes at the country level, such as development of the National Agricultural Investment Plan (NAIP) in Senegal, addressing issues of devolution in Kenya and evaluating progress of key reform commitments by the Policy Analysis Group (PAG) in Tanzania. While our team is confident this locally-led approach is necessary to ensure the best chance of sustainable results, it did require a longer timeline to implement. The ultimate goal of the IA-APP process is to provide timely, relevant information on the strengths and weakness of a country's reform system in order to generate interest and a pathway for change. However, our experience with the three IA-APP pilots demonstrates that in order for the results of our interventions to be truly country-led, the engagement and initial consultation process takes time, even where strong and ongoing relationships exist at the country level.

Africa Lead management did not adequately resource the team responsible for monitoring, evaluation and learning (MEL)

activities, which presented challenges with competing priorities and managing a heavy workload for the various buy-in's during end of year reporting for FY18. – In FY18, Africa Lead management decisions led to a reduction in the team responsible for MEL activities, as well as relying on the same MEL team to provide operations and management oversight to technical activities. As a result, it was a challenging for the team during quarterly and annual reporting periods to ensure MEL activities on the project were prioritized and resourced. In addition, Africa Lead is unique in that the project responds to multiple reporting obligations, as activities, indicators and data are reported both in aggregate (for USAID/Washington), as well as disaggregated by buy-in.

In response to this challenge, Africa Lead management has taken corrective action in FY19 by bringing on additional experts and surge capacity to support MEL activities (such as a strategic communication expert to assist with the Final Report and end of project Learning Series. In addition, the MEL team is now working with two additional consultants to support data analysis and visualizations, as well as hiring a full time dedicated Operations Manager to support administration and management of BFS activities. Lastly, with the new team-based structure that was adopted by BFS, we are dedicating resources to MEL tasks within several buy-in activities in FY19 (such as the Leaders for Food Security Activity), which will help to align program reporting requirements with useful, timely information and learning products throughout activity implementation.



Bi-annual PREG Learning Event. Photo credit: Africa Lead.



IV. Opportunities for FY19

The challenges detailed in the section above present important opportunities for Africa Lead in the coming year. While not an exhaustive summary of Africa Lead's opportunities in FY19, the goal here is to highlight successes to inform future program design and management.

CAADP Partnership Platform design – The CAADP PP is the premier CAADP event that brings together all CAADP Stakeholders to reflect deeply on issues. For FY19, there is a significant opportunity to re-design the CAADP PP and make it a working meeting with implementable solutions, raise its profile by inviting Presidents and Ministers, and make it a more useful gathering. To this end, Africa Lead is working directly with the AUC to act on and incorporate recommendations for the planning, preparation, and structuring of the 2019 PP.

IA-APP Toolkit – The three country pilots in FY18 allowed Africa Lead to test an approach that emphasizes country ownership through self-assessment and by facilitating structured, consultative dialogue to strengthen local system capacity to manage inclusive and evidence-based policy reform. As such, the process, key players, problems, and solutions have been context-specific in each country. However, because the toolkit is based on the common IA framework, lessons learned and insights can be compared and analyzed across countries to improve learning and highlight successful solutions for common problems. A comparison of the three country action plans yielded the following observations:

- The need to improve M&E capacity and coordination was a clear theme in all three countries.
- The Action Plans in Senegal, Kenya, and Tanzania each prioritized improving

communications between the national/central level and the rural base.

- Often priorities were specific and unique to the country. In Tanzania for example, the unpredictability of the guiding framework was included in the Action Plan, which was not prioritized in other countries.
- The need for increased funding and resources for food security priorities was discussed in all three countries. However, only in Senegal was this item included in the final action plan. Tanzania highlighted the need for investment and resources for a new M&E system; Kenya highlighted the need to improve alignment for program-based budgeting, especially at the county level.
- Improving the capacity of private society organizations (PSOs) and civil society organizations (CSOs) was a clear theme in Tanzania and Kenya, but not in Senegal.
- Many items in the three action plans are relevant to more than one IA Policy Element.

FY19 will present a critical window of opportunity to explore the institutionalization of the IA-APP toolkit in CAADP processes, as well as provide demand-driven, light-touch support through local facilitators to various USAID Missions. The IA-APP approach can provide Missions with useful information for evaluating country progress over the next five years of Feed the Future programming. This IA support can provide an opening for Missions to identify and plan for capacity-strengthening activities to support achievement of priorities in their FTF

policy matrices (following the Tanzania workshop model) and/or to strengthen priority areas identified in the country's BR reporting. Missions may also be interested in using this approach to support IA indicator target-setting and reporting.

Capitalize on momentum after the IA-APP pilots to engage a multi-stakeholder committee in reforms to mobilize private sector investment – In FY18 Africa Lead launched a small grants activity in Kenya, Tanzania, and Senegal with two main objectives:

- To expose private sector actors, such as representative associations, to CAADP and the AUC's Country Agribusiness Partnership Framework (CAP-F) objectives and encourage public-private collaboration and feedback loops to carry out reforms to the business enabling environment, thereby fostering increased private investment mobilization; and
- To generate learning around the building blocks of effective multi-stakeholder collaboration to inform CAP-F. This effort includes government gaining experience eliciting and adapting to private sector feedback on policies and allowing the private sector and their unique understanding of value chains to drive initiatives to increase investments. Lastly, the activity will provide lessons to help inform effective approaches to CAP-F implementation.

This activity also builds on progress and momentum generated through the IA pilot activities in the three countries, as the multi-stakeholder coordination platforms can serve as a committee to shepherd and steward the implementation of policy reforms to improve the enabling environment and unlock private sector investment. In addition, the grants may present

an opportunity to resource elements of the co-developed action plans in the three countries.

Transition planning with the CAADP

Nonstate Actors Coalition – Africa Lead responded to a request from the CNC for guidance and support in a review and refresh exercise of their current strategy and activities. Though initially we envisioned a webinar-type activity to bring together various stakeholders, our approach evolved into designing an online survey to document the diverse perspectives of CNC participants and member organizations, as well as development partners, on the CNC track record and recommendations for moving forward. This feedback, along with insights from additional key informant interviews, will inform a planned strategy refresh workshop with the CNC. This feedback exercise will serve as a critical opportunity for the CNC in FY19 to reflect on input from its constituency to reorient its mission going into the next phase and ultimately help the CNC become a more sustainable and strategic representative, apex body.

Implementing the Regional Resilience

Framework 2.0 – As the USAID Regional Learning Activity, there are several opportunities in FY19 for Africa Lead to facilitate the implementation of the Regional Resilience Framework 2.0. The HoRN meeting in September 2018 reviewed the Resilience Framework 2.0 to determine how it was being used, its relevance, and ways in which it needed to be reviewed. One of the key recommendations was the importance of collaboration at local and cross-border levels for building on linkages and models that have worked in similar contexts. Africa Lead and other resilience partners have the opportunity to facilitate this collaboration to tip the scale in favor of building greater resilience in the region.

Supporting Regional Seed Trade in East

Africa – Based on findings and recommendations from the East Africa Regional



Rapid Seed Trade Assessment and Seed Sector workshops Africa Lead facilitated in FY18, three critical areas were identified for support in FY19 as part of a broader pilot seed activity. These areas include: strengthening seed-certification systems and trade through a joint verification and learning activity for select countries and seed companies; streamlining and aligning border operations to meet seed trade requirements; and supporting local seed companies for cross border trade, focusing on deal-making, market expansion, and access to finance and germplasm. The pilot activity will be designed and implemented with national seed authorities, national seed-trade associations, and COMESA/ACTESA for ownership and sustainability and to provide valuable lessons for programming. The activity will also be used to inform, refine, and validate subsequent activities by USAID. In 2019, Africa Lead will continue to use the online East Africa Seed Network to facilitate learning and coordination of expanded seed activities focused on improving certification systems, border operations, and the capacity of seed companies.

Preparing new leaders in Kenyan government – The 2017 General Elections in Kenya ushered in a new crop of leaders who are expected to implement the new Agriculture Sector Transformation and Growth Strategy (ASTGS). Africa Lead’s Champions for Change (C4C) training remains an important tool in preparing these leaders to champion the transformation of the agricultural sector and spearhead the ASTGS at national and county levels. At the same time, institutions charged with capacity building – such as the Kenya School of Government, the Kenya School of Agriculture, and other development partners – have the opportunity to make use of the C4C curriculum.

High level of political buy-in for food security in Kenya – In FY18 President Kenyatta launched the five-year development

strategy, dubbed the “Big 4”, which includes 100-percent food and nutrition security for all Kenyans, representing the highest political buy-in for the food security agenda in Kenya. To achieve this objective, it will be necessary to strengthen existing systems and institutions by guiding stakeholders through policy processes, regulations, and standards for effective and efficient investments in the agriculture sector.

Investment opportunities through collaboration between APIX and Direction d’Appui au Secteur Prive (DASP) in Senegal

– As the department in charge of facilitating coordination, alignment, and information-sharing with the private sector, DASP plays a key role in providing the data and evidence to inform the ministry’s decisions around private sector competitiveness, the business environment, and public-private partnerships (PPP). Africa Lead has worked with DASP staff to improve their monitoring and evaluation (M&E) skills, enhance team productivity, and strengthen the quality of their reporting and planning activities. In order to develop the necessary skills to collaborate effectively, DASP also received further assistance through team-building activities facilitated by Africa Lead.

The DASP has identified 68 potentially profitable “Project Ideas for Doing Business in the Agricultural Sector” as well as prospective areas to promote in order to attract private investment. Through Africa Lead’s support, DASP will share this information more widely through the APIX Territorial Investment Platforms. In addition, during FY18 Africa Lead supported the organization of joint activities between DASP and APIX to help disseminate information about key areas for investment in the agriculture sector. This support will continue in FY19 to help increase investment opportunities that will contribute to the growth of Senegal’s economy.

Expansion of partnerships with West African universities to incorporate C4C curriculum – Due to ISAE’s commendable results, Africa Lead is expanding its horizon to other universities across the West Africa region using experience from ISAE. Africa Lead is at various stages of integrating the module into the curriculums of three universities in Nigeria – the University of Benin (UNIBEN), the University of Nigeria-Nsuka (UNN), Obafemi Awolowo University (OAU) – and the Kwame Nkrumah University of Science and Technology and the University for Development Studies in Ghana.

Applying our approach to PREG to fostering partnership and coordination for resilience activities in Somalia – Historically, USAID partners in Somalia have lacked awareness around other USAID programs operating in the same geographical space – often working in

silos, competing for donor funds, and lacking complementarity. Through a partnership approach, similar to the Partnership for Economic Growth (PREG) in Kenya, USAID Somalia has the opportunity in FY19 to inculcate joint analysis, sequencing, layering, and integration as an approach across their humanitarian and development programs. This goal would be further achieved by incorporating this kind of collaboration into partner contracts and agreements.



Farmers in Turkana County, Kenya, where USAID’s Partnership for Resilience and Economic Growth (PREG) is supporting a revived irrigation scheme. Photo credit: Africa Lead.



Design country-level activities in our regional programs to enhance adoption, domestication and implementation of policy frameworks -- Africa Lead has facilitated many regional policy processes, specifically towards the implementation of COMESA regional seed policy, including policy dialogue, establishment of regional networks, conducting assessments to inform strategies, and supporting the development of frameworks. Our experience shows that for effective policy domestication, there is a need for field-level interventions, addressing political economy issues that hinder policy domestication at country level, and enhancing coordination between implementers and the private sector. In 2018, Africa Lead facilitated a country-level stakeholders' dialogue in which three seed sector experts from Zambia and Zimbabwe shared experiences and best practices with their Ethiopia counterparts focusing on enhancing participation of private seed companies in seed production and marketing in Ethiopia. The Zambia and Zimbabwe team highlighted the impact of liberalizing the seed sector not only to farmers and traders but also to the economy. In FY19, there is an opportunity for Africa Lead to facilitate additional dialogue activities between country-level stakeholders as an effective tool to highlight the urgency for change, shine a light on barriers to implementation and accelerate the domestication of regional policy frameworks.

Formalize letters of agreement with partners to secure support services – Africa Lead has learned that shifts in leadership and competing priorities of our partners can significantly delay project implementation. In FY19, Africa Lead will continue the practice of developing Letters of Agreement (LOAs) with its partners before undertaking organizational development activities. These LOAs will specify mutually agreed upon interventions and timeframe. This method has helped Africa Lead to secure and implement the activities in the yearly work plans

and the team now plans and works better as they have a clearer understanding of the activities required in FY19.

Disseminate findings from Africa Lead-commissioned impact evaluations and leverage recommendations to mobilize behavior change – To inform future USAID media programming for improved youth engagement in farming and agribusiness, Africa Lead conducted an impact evaluation of the Don't Lose the Plot (DLTP) TV series which was produced in partnership with Mediae in FY2017. The TV show, which aired in Kenya and Tanzania, targeted behavior change, skills development, and increased interest in agriculture among women and youth. The impact evaluation found that improvements in knowledge, attitudes, and behavior associated with DLTP occurred mostly among youth already engaged in farming in the two countries. The findings and recommendations from this evaluation indicated that reality TV shows can contribute to changes in attitude and behavior, development of entrepreneurial and technical skills, and increased knowledge among the youth towards agriculture.

V. Learning and Adapting

Africa Lead's programming in FY18, as well as the CAADP milestones achieved across the continent, provided a tremendous opportunity for learning. In February, Africa Lead held a project-wide learning event to share and discuss the findings of the Program Review, the project's first systematic organizational follow-up exercise with over 50 key partners. The Program Review team conducted in-person data collection in Tanzania, Kenya, Ghana, the Democratic Republic of Congo (DRC), Senegal, Nigeria and Guinea, consulting with a total of 153 individuals representing 83 organizations through a total of 64 interviews.

To draw conclusions and generate learning across the diverse buy-in programs, Africa Lead distilled six themes of agricultural transformation that were common across CAADP, the GFSS results framework, and Africa Lead support. Specifically, the six themes helped to categorize examples of positive change or "achievements," including behavior changes of individuals, organizational change, interactions between organizations, as well as regulatory improvements. The themes are:

1. **Inclusivity:** Inclusive and constructive dialogue supports two-way information flow at scale to increase transparency, accountability, and trust.
2. **Coordination:** Purposeful collaboration and coordination with internal and external actors leads to more efficiency and better alignment to implement food security priorities.
3. **M&E:** Data-driven and results-based M&E of food security programs and

policies are generated and analyzed to ensure accountability for food security-related commitments.

4. **Evidence-based adaptation:** Evidence-based analysis and learning is used to inform planning and improve implementation of food security policies and programs.
5. **Resource and investment attraction:** A credible and realistic national agricultural investment strategy and work plan secure and attract increased resources, investments, and commercial activity into the agriculture sector.
6. **Transformational leadership:** Leadership exists to actively push for organizational and transformational change in line with CAADP goals and Malabo commitments.

Short, Mission-specific briefers were developed from the findings of the Program Review for each of Africa Lead's country or regional program. These can be accessed [here](#). In addition, a cross-cutting [brief](#) summarizes conclusions across geographies, integrating learning by comparing common trends and contrasting experiences according to the six themes, as well as lessons learned on organizational development, working at the regional level, and sustainability. Programmatic recommendations for future support are suggested, where relevant, based on the conclusions.

The lessons learned event also served as a critical "pause and reflect" moment for Africa Lead to take stock of progress, implementation challenges and opportunities to adaptively manage and



maximize scalable, replicable approaches in the final year of the project. In fact, this learning informed the design of several capstone activities for Africa Lead's Bureau of Food Security portfolio for FY19. The following sections describe three compelling examples of how Africa Lead has used learning in FY18 to inform program design and adaptively manage CAADP Backbone Support, as well as design two new activities for strengthening a CAADP Country Network and an African-based leadership training program.

CAADP Backbone Support

One of the key findings from the pause and reflect process in FY18 was that there were significant missed opportunities because Africa Lead was not fully delivering on our strategic relationship and connection to the Africa Union (AU). To address this gap, starting in FY18, Africa Lead shifted the management structure and the composition team supporting CAADP coordination with AUC/DREA, and revisited how the support was designed.

The AU's first inaugural Biennial Review was completed for the continent in January 2018, providing another significant learning opportunity to inform programming design for Africa Lead, as well as recommend specific actions for country stakeholders. Africa Lead has played an integral role in supporting the development and validation of the Biennial Review report. For example, Africa Lead support has included contributions to: the process design; development of technical guidelines; training of BR trainers; training of country-level technical staff; and ongoing country-level coaching and facilitation support for six countries. Africa Lead was also involved in a significant number of continental and

country-based post-BR dissemination and learning events.

The BR report and scorecard shows the progress that African countries are making towards the realization of the ambitious Malabo Declaration commitments. More importantly, the BR report and Scorecard, provides a basis for countries to recalibrate efforts and identify policy and other interventions designed to help them keep on track. The Scorecard shows overall progress, but it also identifies areas that are behind biennial targets.

Based on Africa Lead's participation in CAADP processes at various levels – including facilitating the National Agricultural Investment Plans (NAIP) in several countries – as well as our technical engagement with the AUC/DREA, we have developed several lessons learned on the BR experience. These lessons are also summarized in the attached [report](#), which was developed as a result of the Malabo Policy Learning Event on the Biennial Review Report & Process in April 2018. Key takeaways include:

- The need to better link country-level planning systems (especially the NAIP) to the Biennial Review results and process – The BR is meant to trigger policy and programmatic responses. Where performance is poor (not on track), investments should be identified to help change course.
- The need to strengthen country-level data systems – The BR process showed many weaknesses in country data systems. Missing data, low capacity for collection, analysis and interpretation, lack of coordination and limited funding were among the issues cited

whenever data gaps were discussed.

- The need for better and wider communication of the BR to increase visibility – Communication should be tailored to different target groups, levels of complexity, usability among other factors.
- The potential for cross-country learning – Where some countries performed better than others, there was clear potential for sharing tools, information and expertise with other countries.
- The need to continuously improve technical instruments, processes and indicators to make them more accurate, easier to use and interpret.

One of Africa Lead's key takeaways from this learning process is that the utilization of the BR report requires effective communication across all levels, but particularly at country level, which is the arena for corrective action. Making the most of the BR will also require that countries that have performed well on certain metrics share key lessons and expertise with those that are struggling to improve. Furthermore, in order for the BR to be truly transformative at country levels, the practical implications of the BR should be captured in the priorities contained in revised National Agricultural Investment Plans and accounted for, financially, in national budgeting cycles.

Since Africa Lead has experience, expertise and capacity in facilitating processes that lead to better communication, learning, championing and change, the team worked with AU to design a new activity that was responsive to this need. Africa Lead staff organized several meetings to brief AUC/DREA and to seek their input on how

best to ensure uptake and catalyze action at a country level following the Biennial Review. In addition, Africa Lead prioritized strategic advice, design and facilitation support to the AU that was specifically related to improving institutional functioning for the BR learning and ensure that tangible outcomes are felt at country level. As a result, Africa Lead is now collaborating with the AU to develop a Country Collaboration and Learning system to facilitate interactions (among countries) and to better link countries to technical resources, in particular related to the Biennial Review findings, learning and catalyzing change to implement recommendations at the country level. The collaborative networking, institutional change processes and communication approaches required to help drive countries towards faster CAADP implementation, on the basis of the BR Results, is a great opportunity for Africa Lead to help drive change and apply our learning on how best to build systemic capacity.

Testing an African-based, Scalable Approach to Leadership Training

Over the past five years, Africa Lead has invested the majority of its resources in three program areas: (1) Champions for Change training consisting of a CAADP orientation and leadership skills building for thousands of middle and upper level managers from diverse organizations, public and private; (2) organizational development support to strengthen an array of private and public organizations; and (3) organizing and facilitating inclusive agriculture policy processes, including CAADP-specific activities such as the biennial reviews, NAIPs and Joint Sector Reviews. Together, the three programs have brought widespread awareness of and participation



in CAADP processes, and they have contributed to varied, discrete initiatives in different geographies and at different levels, from the sub-national to the continental.

Some important lessons learned around leadership development during these five years include:

- It is difficult, if not impossible, to assess the impact of one-time, short-term (3-5 days) training activities, even more so when systematic, ongoing monitoring of trainees is not maintained
- Short-term training has a catalytic effect in motivating leaders, but it does not impart the skills needed to strengthen their leadership and management performance or provide reinforcement to sustain change over the long term
- The effectiveness of both training and organizational development activities is directly related to the level of commitment of the beneficiaries; competitive, self-selection of beneficiaries, including cost sharing, helps to guarantee higher level of commitment
- Most of the leaders and managers of key agriculture organizations look after the interests of their own professional and organizational interests, even at the expense of other organizations' interests or collective interests
- Behind most successful, transparent multi-stakeholder policy initiatives, there has been one or two individual leaders or organizations who led these processes, such as Senegal's Prime Minister's leadership on the BOS dashboard and Kenya's

Cabinet Secretary's leadership of Kenya's Joint Agriculture Secretariat initiative

- Linking training and organizational development activities to roles in a broader system has important implications for M&E and the sustainability of interventions.
- The effectiveness of leadership and management can be best enhanced when it is delivered within a targeted transformation process, such as with the development and implementation of the National Agriculture Investment Plan (NAIP) in a given country.

Africa Lead has helped to “plow the land and sow the seeds” for CAADP-oriented development across the African continent. While there is still a need to “plow more land and sow more seeds” (reaching critical masses of managers and leaders), there is also an opportunity to consolidate and leverage what has been achieved so far.

An important end goal of CAADP is to create networks of strong institutions that constitute strong systems. But many of Africa's agriculture organizations are still comparatively weak. What is needed initially is a cadre of strong, facilitative leaders who will strengthen both their organizations as well as their organizations' relationships with a diverse group of other stakeholder organizations. The “Leaders for Africa's Food Security Training Activity” will be a strategic training initiative to prepare high potential individuals to lead their organizations in building and sustaining the lateral and vertical relationships among diverse organizations and sub-systems, transforming them into a more solid and cooperative base on which to build a stronger agricultural sector. There is an opportunity to significantly strengthen the

leadership skills of the current and emerging leaders of key agriculture organizations. Unlike most training programs, which focus on technical or issue-based topics, the activity described below will focus mainly on leadership skills.

Facilitative Leadership to Mobilize Partnerships for Resilience and Fall Army Worm Response

As part of Africa Lead's support to the Partnership for Resilience and Economic Growth (PREG) during FY18, the team designed a curriculum for joint work planning and team building along five work streams for collective impact (e.g., common agenda, shared measurements, mutually reinforcing activities, continuous communication, and backbone support).

Africa Lead has played a facilitative leadership role to achieve Collective Impact among a diversity of USAID partners, government institutions and other organizations. We facilitated work planning sessions and other learning events to improve collaboration among the PREG partners, encourage learning from each other's experiences, and ensure adaptive management. A key outcome of the work planning process is that PREG partners are now able to identify common activities and opportunities for joint implementation. For example, thanks to Africa Lead's CLA efforts, two PREG partners realized they both planned a Training of Trainers (ToT) activity for community health and nutrition workers in the same region. By working together to implement the ToT, the partners were able to cover more ground.



Figure 1: Africa Lead's CLA Process Based on Joint Work Planning



At the same time, during FY18 Africa Lead has been involved in facilitating the collective, continent-wide response to Fall Army Worm. Our experience under PREG, using the collective impact framework to mobilize partnership among resilience actors has given Africa Lead unique insight to using this approach for the Fall Army Worm response. Gains made in strengthening Africa's food security, including those brought about by achieving CAAPD's goals, are at the heart of Africa Lead's work. Any threat to Africa's food security is therefore a threat to the achievements of CAADP and Africa Lead's efforts to drive agricultural transformation. One significant threat that could eat away at these gains is the Fall Armyworm (FAW), a caterpillar known to destroy over 80 crops, such as Africa's staple crop maize and rice, sorghum, sugar cane, cotton, and other vegetable crops. The pest has spread rapidly to 44 countries in sub-Saharan Africa, threatening agriculture systems and economies in every region.

Learning how to manage and reduce impacts of the pests will be critical to averting a food security crisis brought about by FAW. One way to advance learning and knowledge among those positioned to lead Africa's response is to share lessons from places that have controlled and mitigated the pest's effects. In the United States and Brazil, where FAW has long been managed through government and private and public sector efforts, a vast wealth of knowledge is available.

In December 2017 Africa Lead supported the USAID Fall Armyworm Task Force's training for Feed the Future implementing partners in the East Africa region. This included knowledge transfer from various US universities and institutions on best practices in Integrated Pest Management (IPM) techniques and technologies. Country

groups also developed and coordinated on action plans for disseminating information on best practices and creating policy reforms to advance these best practices.



PREG County Joint Work Planning Workshops, 2018. Photo credit: Africa Lead.

Following this support, early in 2018 USAID requested that Africa Lead support the Task Force in planning, logistical, and follow-up support to a study tour for a continent-wide group of African Ministers of Agriculture to visit Brazil. The purpose of the learning visit was to see firsthand how Brazil has mitigated FAW impact.

Specifically, the study tour and engagement with Brazilian FAW control authorities sought to expose African decision-makers to proven and successful technology to combat the Fall Armyworm in a country with a similar agro-ecological zone -- using applied IPM principles, and to understand the pros, cons and limitations of various technologies and the enabling environment required to develop or apply these technologies in their own countries. The study tour focused largely on engaging policy makers, with the intent being to improve the enabling environment in their countries to allow for better access to agriculture technology (including pesticides, seeds, and other technology solutions).

Africa Lead supported this study tour in Brazil from March 24 – 29, 2018, (prime time to see anti-FAW activities) with more than twenty participants from ministries in ten countries in Africa, (Ethiopia, Ghana, Kenya, Malawi, Mali, Mozambique, Niger, Nigeria, Uganda, Zambia), from the African Union's Department of Rural Economy and Agriculture (DREA), and regional economic communities in West, East and Southern Africa - the Economic Community of West African States (ECOWAS), the Common Market for Eastern and Southern Africa (COMESA), and the Southern African Development Community (SADC). In addition to the cohort of Country-level and AUC representatives establishing a draft action plan during the study tour, various RECs have begun internal processes for responding to the FAW crisis. In September 2018, Africa Lead supported a three-day regional meeting held by EAC to establish a country-driven action plan to harmonize protocols, methodologies, and policies applicable to FAW management and control, and to strengthen coordination,



networking, and information sharing in the region. Now, under a new BFS activity for FY19, Africa Lead will also be engaged in collaboration and learning back-bone support to USAID's Fall Armyworm Taskforce Implementing Partners network using the collective impact framework as a guide. Activities include convening regular meetings of implementing partners to advance collective action around USAID's FAW results framework, facilitation support to the FAW Research for Development Consortium, and convening the participants of the Brazil tour cohort to disseminate information and learn about the latest in research and policy recommendations.

VI. Management and Operations

Although Africa Lead has been guided by a singular Theory of Change, during the first five years of operation, both technical programming and management systems were highly diversified across the Project's geographically dispersed and largely decentralized office operations in Bethesda, West Africa and East and Southern Africa. This owed mainly to the decentralized nature of USAID "buy-ins," with USAID Missions requesting individualized, far ranging services depending on their own Mission strategies.

While diversity among buy-in programming will endure through the end of the project, the senior management team initiated a process in FY18 to emphasize and prioritize common themes that bind Africa Lead's work across the portfolio. These themes are based on what we have learned and what we can share from our experiences across the entire Project. The resulting integrated approach to technical programming and communications has required more integrated management systems in FY18. To deliver on Africa Lead's strategy in the final year, the senior management team in introduced a process late in FY18 to develop a single Africa Lead organizational chart that integrated functions and staff from the three offices. In July 2018, we brought the COP and three newly designated DCOPs together in Nairobi to coordinate planning around this approach. Notably, we reorganized the Communications and M&E services into project-wide functional teams. This is enabling the teams to better appreciate Africa Lead's strategic agenda and to work together in achieving it.

Further, for the first time in this Project, in FY18 we started a major effort to form cross-office teams to design, plan and implement our most strategic activities. This initiative will ensure that we pull together and benefit from the diverse experiences gained from across the project. Some of these most strategic activities include Institutional Architecture Toolkit and the African-based leadership training, as well as our planning and execution of project-wide reports and communications products. In the past, for example, the Senegal program faced a challenge of showcasing results. Starting in FY18, the new integrated team approach and additional communications capacity based in the Dakar office has expanded opportunities to share information about the successful work that our partners are achieving with support from Africa Lead. The office has developed an email distribution list that includes various stakeholders who receive Africa Lead's Monthly newsletter. The USAID Mission in Senegal has shown particular interest in Africa Lead activities, reposting stories and photos on its social media outlets and in the U.S. Embassy's Panorama magazine (a print and online revue).

Africa Lead will continue to utilize standardized activity management systems to ensure effective and disciplined execution of our integrated management approach. From the outset, each Activity will be supported by a multi-disciplinary Activity Team (consisting of technical, logistics, finance and procurement staff) whose team members will share responsibilities in achieving activity objectives. With the possible exception of the activities in Senegal, all activities will use an online



project management tool called Team Work. Team Work will allow Activity Team Leaders, as well as senior leadership, to track, assign and share the day-to-day details of project management virtually across each of the cross-office teams. Launched in FY18, we believe these management tools will be necessary to effectively implement a highly ambitious portfolio of activities in FY19.

In FY18, Africa Lead also identified a “Transformation Team” to strengthen project-wide management and coordination functions to ensure a smooth closedown from both a technical and administrative perspective. In addition, the final year of implementation will be critical for gathering results, generating knowledge to better understand our impact, and synthesizing learning to inform future initiatives and programs. Since the Transformation Team will play a key role in final reporting and closedown activities, BFS resources may be

used to supplement salary and other costs of these key staff in FY19.

Based on lessons learned from implementation, Africa Lead is also employing BFS resources more strategically across the project to test and learn from our challenges in previous years. For instance, proposed BFS activities for FY19 are informed by lessons learned and insights from across the program (as described above in Section IV). Using common criteria – such as potential for sustainability, relevance to USAID Mission programmatic objectives and contribution to the broader Africa Lead learning agenda – the senior management team from across the three offices conducted a prioritization exercise to integrate and streamline potential BFS activities. This prioritization exercise will ensure that BFS activities in the final year of the project build on our existing investment across the portfolio, leverage our comparative advantage as Africa Lead, and feed into overall project learning.

VII. Mission Year-in-Reviews



BFS

Year in Review | Fiscal Year 2018



78 organizations supported



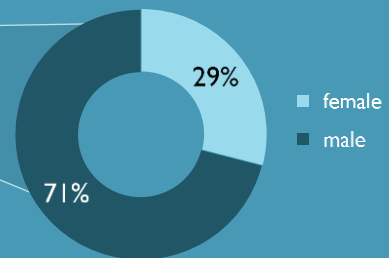
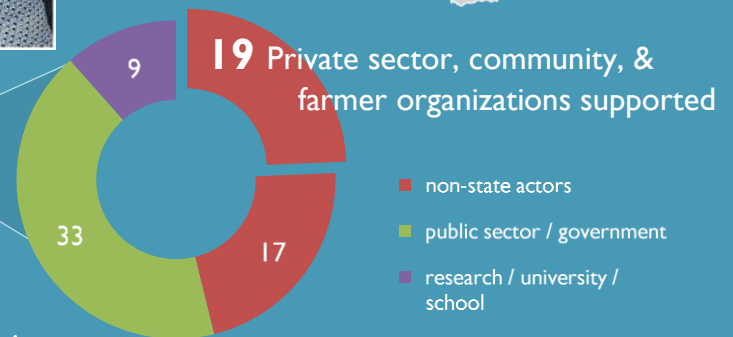
5 food security events



140 individuals engaged in food security policies or programs

11 Organizations
44 Individuals

applying improved practices as a direct result of AL support



KEY PARTNERS - FY2018

	Community Based Organization	Kericho Dairy Development Organization (KDDO)
	Donor Working Group	Development Partners Coordination Group (DPCG)
	Farmer Organization	National Potato Council of Kenya (NPCK) Sugar Campaign for Change (SUCAM)
	Government	Ministère de l'Agriculture et de l'Équipement Rural (MAER), Senegal Ministry of Agriculture and Irrigation (MoAI) Kenya
	NSA Network	Africa Agribusiness Academy (AAA) Agricultural Council of Kenya (AgCK) CAADP Non State Actors Coalition Conseil National de Concertation et de Coopération des Ruraux (CNCR) Open Institute (OI)
	Private Sector	
	Research/Academic	Ahmadu Bello University, Nigeria International Food Policy Research Institute (IFPRI) Obafemi Awolowo University, Nigeria Regional Strategic Analysis and Knowledge Support System (ReSAKSS) University of Benin, Nigeria University of Nigeria
	RIGO	African Union/Department of Rural Economy and Agriculture Common Market for Eastern and Southern Africa (COMESA)
	Working Group	Tanzania Policy Analysis Group

Africa Lead Support

- Backbone Support
- Champions for Change (C4C) Institutionalization
- Coordination
- Facilitation
- Inclusive Policy Dialogue
- Institutional Architecture Improvement Planning
- Organizational Development
- Technical Assistance

Activity Overview

- **Development of the Initial Draft of the Institutional Architecture Assessment, Prioritization and Planning (IA-APP) Toolkit for Review and Comment.** Under the IA-APP approach, multi-sector stakeholders assess their own country's IA, and then create an Action Plan based upon the areas they prioritize. The participatory, multi-stakeholder workshop toolkit is available [here](#) and should prove particularly useful in USAID countries reporting on the new Feed the Future Institutional Architecture [indicator](#). Africa Lead is testing an approach that emphasizes country ownership through self-assessment and by facilitating structured, consultative dialogue to strengthen local system capacity to manage inclusive and evidence-based policy reform. As such, the process, key players, problems, and solutions will be context-specific in each country; however, because the toolkit is based on the IA framework, lessons learned and insights can be compared and analyzed across countries to improve learning and highlight successful solutions for common problems.
- **Support to the Bureau for Food Security on the Development of Indicators for Institutional Architecture (IA).** Africa Lead provided support to the Bureau for Food Security (BFS) and Monitoring, Evaluation, and Learning (MEL) teams at USAID to assist with the development and refinement of a new Global Food Security Strategy (GFSS) indicator to help improve IA understanding for missions, operating units, and implementing partners. For example, the Africa Lead team facilitated a strategic brainstorming session with various USAID teams, including the GFSS Policy team, the MEL team, and the Bureau for Democracy, Conflict, and Humanitarian Assistance's Center of Excellence on Democracy, Human Rights and Governance (DCHA/DRG) to develop a proposal for an indicator that captures achievements in strengthening the policy-making system at multiple levels, building off Africa Lead's experience conducting Institutional Architecture Assessments (IAAs). In addition, Africa Lead also led the pre-testing an IA survey in Tanzania and provided guidance for a similar pre-testing in Bangladesh.
- **Improvement of Coordination Mechanisms between Regional Economic Communities (RECs) and Member States.** In November 2017 Africa Lead facilitated a joint planning and coordination retreat in Kigali, Rwanda, with the African Union Commission – Department of Rural Economy and Agriculture (AUC-DREA), NEPAD Coordinating Agency (NPCA), various RECs, the CAADP Non-State Actor Coalition (CNC) and non-state actor (NSA) groups as well as technical partners to improve coordination and agree on shared milestones for 2018. Since the Malabo Declaration was signed in 2014, AUC/DREA, NPCA, and the RECs have identified the need to improve coordination and strengthen linkages between continental CAADP coordination and country implementation processes to achieve the ambitious CAADP goal. The Kigali retreat reenergized continental leadership to improve coordination mechanisms between RECs and member states for CAADP implementation in 2018. The meeting report can be found [here](#).



- **IA-APP workshop in Kenya.** Africa Lead collaborated with the Kenyan Ministry of Agriculture and Irrigation (MoIA), the Joint Agriculture Sector Secretariat (JAS), and the Agriculture Council of Kenya (an apex NSA group) to organize the first pilot of the IA workshop and toolkit elements. The workshop was a success and brought together 70 stakeholders from government, the private sector, civil society, think tanks, research organizations, and other development partners. It also resulted in a concrete IA Action plan and a MoAI commitment to appoint a steering committee to follow-up on the Action Plan and workshop recommendations. A video explaining the IA workshop concept and demonstrating its value in the Kenya pilot with interviews from key stakeholders can be found [here](#).
- **Co-organization of an IA-APP workshop for the National Agriculture Investment Plan (NAIP 2.0) with the Senegalese Ministry of Agriculture and Rural Equipment (MAER).** In May in Senegal, Africa Lead co-organized a three-day National Agriculture Investment Plan (NAIP 2.0) 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. During the workshop, participants identified constraints hindering effective implementation of the NAIP 2.0 using the IA framework to guide the assessment and action planning exercise. 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. A link to a video from the workshop can be found [here](#).
- **IA-APP Workshop in Tanzania.** In partnership with USAID/ ASPIRES and the Policy Analysis Group (PAG), Africa Lead facilitated an IA-APP workshop in Tanzania. Africa Lead facilitated the three-day workshop in Morogoro, Tanzania (a location between the government in Dodoma and the non-state actors in Dar Es Salaam) in July 2018. The purpose of this workshop was to hold an interactive discussion with a group of diverse stakeholders from inside and outside of the government to better understand Tanzania's institutional architecture (IA) and its link to food security, the Agriculture Sector Development Program (ASDP) II, Joint Sector Review (JSR), and Biennial Review (BR) processes. The workshop produced a locally-owned IA Action plan that provides recommendations on how to strengthen the coordination, implementation, linkages between governmental priorities and development partners, and the M&E of the 2nd Agricultural Sector Development Plan (ASDP II). More than 20 representatives of government — including the Ministry of Agriculture, Ministry of Livestock and Fisheries and Parliamentary Secretariat, civil society, and the private sector — attended this three-day workshop. A prioritized IA action plan was created and circulated for comment.
- **Co-creation of a Framework for Measuring Market Systems Resilience.** In FY18, Africa Lead led a process to co-create a new conceptual framework on the dimensions of resilience of market systems and a draft protocol for applying this conceptual framework as a tool to assess resilience of market systems in the field. The Conceptual

Framework and measurement tool supports *Objective 2: Strengthened resilience among people and systems in the results framework for the Global Food Security Strategy*, because understanding and measuring the resilience of market systems enables donor practitioners and market actors to proactively strengthen resilience where needed. In FY19 Africa Lead will socialize and co-create a second iteration of the framework in partnership with local market systems projects. FY19 will also be an important opportunity for the tool to be piloted in the field, so that additional adjustments and learning can come from that experience and the tool can be finalized and used by practitioners around the globe.

- **Facilitation of CAADP PS Leadership Retreat.** Africa Lead facilitated the third CAADP PS Leadership Retreat for Permanent Secretaries (PS') and Directors-General of Agriculture in Addis Ababa, Ethiopia, from 19-21 September 2018. The African Union Commission (AUC) and the NEPAD Planning and Coordinating Agency (NPCA) convened the three-day meeting, "Advancing Implementation of the Malabo Declaration," to take stock of progress in the implementation of CAADP, share experiences on issues of concern, and make firm resolutions for rejuvenating Africa's agriculture growth and transformation. Key outcomes from the meeting included deep experience and lesson-sharing among the PS' on the Inaugural Biennial Report (BR) and the NAIP (re)development processes; a roadmap toward the 2020 Biennial Review; and a discussion at the Leadership Retreat on how to better institutionalize and strengthen its role as a key decision-making CAADP forum. The PS's endorsed an Africa Lead II proposal to develop an online discussion and collaboration forum for Permanent Secretaries.
- **Improvement of Inter-Donor and AU-Donor Coordination.** During FY18 Africa Lead continued to support improvements in CAADP Donor Coordination. Wasafiri Consulting, subcontracted by Africa Lead, has continued to provide secretariat support services to the CAADP Development Partners Coordination Group (DPCG), currently chaired by USAID (until March 2019). The DPCG comprises Development Partners that support the CAADP agenda to transform African agriculture. During this period the DPCG has coalesced around a DPCG Action Plan. Other specific outcomes include: (i) monthly DPCG coordination meetings; (ii) better communication and coordinated attendance of the DPCG at key events; (iii) the development of an ODA indicator as part of donor accountability within the CAADP Biennial Review framework; and (iv) a push for closer collaboration between the DPCG and AU, helping to develop a concept note and culminating in the decision to have bi-monthly coordination calls in addition to physical meetings. The first AU-DPCG coordination call was held on October 9.
- **Strategic Facilitation to Support Learning for the Continental Biennial Review Processes.** Africa Lead has played an integral role in supporting the development of the inaugural CAADP Malabo Biennial Review Report, which was launched at the AU HoSG in January 2018. Africa Lead support has included contributions to the process design; development of technical guidelines; training of BR trainers; training of country-level technical staff; and ongoing country-level coaching and facilitation support for six countries. We were also involved in continental and country-based post-BR dissemination and learning events. Africa Lead staff continue to sit in the Biennial



Review Task Force, which oversees the planning and implementation of the CAADP Malabo Biennial Review. As such, Africa Lead is able to provide strategic advice and support to AU teams developing plans for the usage of the 2018 BR report and strategy for the implementation of the 2020 BR. For example, lessons learned from the BR process are summarized in the attached [report](#), which was developed as a result of the Malabo Policy Learning Event on the Biennial Review Report & Process in April 2018

- **CAADP Partnership Platform (PP).** Africa Lead provided facilitation support for the 14th CAADP PP Meeting 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 AUC, NEPAD, Regional Economic Communities (RECs), farmer organizations, civil society, , and the private sector. 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.
- **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 the 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. Early in FY19, 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 NSAs on agricultural budget allocation at the county and national level.
- **Common Market for Eastern and Southern Africa (COMESA) Regional Workshop.** In Q2 Africa Lead facilitated a regional workshop by COMESA on Accelerated Domestication of Malabo Declaration by Members States and Regional Economic Communities (RECs). The purpose was to mainstream Malabo thematic areas into the National Agriculture Investment Plans (NAIP) and Regional Agriculture Investment Plans (RAIPs) processes, with the goal of helping member states and RECs to conduct an informed process for enhanced alignment and harmonization with CAADP and the Malabo Declaration. The workshop report can be accessed [here](#). During the workshop, member states conducted an assessment of current status that showed that progress of NAIP formulation and implementation varies from country to country. Given these differences in status of countries in relation to NAIP formulation and implementation, it is important to recognize that each country has different support needs.
- **Africa Lead Lessons Learned Event.** Africa Lead held a four-day Lessons Learned Event (LLE) in Kenya to capture lessons learned and generate recommendations for near and long-term food security capacity building efforts. More than 100 participants from across sub-Saharan Africa reflected on the continental project’s past four years and discussed opportunities for additional food security and capacity building programming, as well as how to ensure the sustainability of existing programs. Non-state actors,

government partners, and Africa Lead and USAID staff from Washington, D.C. and across the continent reviewed the project's efforts to support continental, regional, country, and sub-national level progress in achieving the goals of the Comprehensive Africa Agriculture Development Programme (CAADP). As a follow up to the event, Africa Lead will engage key stakeholders in an end of project learning series in FY19.

- **Fall Army Worm Study Tour in Brazil.** Africa Lead organized a study tour in Brazil from March 24 – 29 with more than 20 participants from ministries in Ethiopia, Ghana, Kenya, Malawi, Mali, Mozambique, Niger, Nigeria, Uganda, Zambia; the African Union's Department of Rural Economy and Agriculture (DREA); and regional economic communities in West, East and Southern Africa – the Economic Community of West African States, the Common Market for Eastern and Southern Africa, and the Southern African Development Community. The study tour focused on policy makers with the intent to improve the enabling environment in their countries to allow for better access to agriculture technology (including pesticides, seeds, and other technology solutions) in combatting the caterpillar that is causing substantial devastation in grains across Africa.
- **Support to the Sugar Campaign for Change (SUCAM).** SUCAM's activities aimed to bolster public participation in national- and county-level planning and budgeting for food and nutrition security projects in three counties in Kenya – Kakamega, Kisumu, and Homa Bay. Key activities included profiling food and nutrition projects with a focus on the status of financing, management, and marketing of agricultural activities; identifying smallholder farmers and training them on the official budget making process; and forming farmer Budget Action Groups (BAGs) that are now equipped to engage county-level budgeting committees.
- **Support to the National Potato Council of Kenya.** The National Potato Council of Kenya's (NPCK) activity sought 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. With Africa Lead support, NPCK organized and conducted a two-day national potato conference – with one full day devoted to stakeholder training and sensitization on policy and budget making and CAADP principles implementation. NPCK also conducted similar county-level stakeholder training in Kenya's Meru and Nakuru counties. In addition, NPCK conducted an analysis of Kenya's national and county-level budgeting for agriculture in general, and the potato sector specifically, to guide future action in budget allocations. NPCK also contributed to draft potato strategies for Nakuru and Elgeyo Marakwet by working closely with the county governments of the two counties.
- **Support to Open Institute.** With support from Africa Lead's Small Grants Program, Open Institute (OI) trained farmers in two locations within Kenya's Nakuru county in CAADP processes and 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. Farmers' data collected from more than 4,000 households is now publicly available online (<https://datalocal.info/farmersdata/>). Through data fairs, OI worked with the farmers in both locations to analyze, visualize, and discuss the data, allowing the farmers to develop evidence-based priorities with which to engage county government. In



September 2018 the farmers of Bahati and Kirima submitted a memo to the Governor of Nakuru county stating their priorities for upcoming budget decisions and county-level planning, in which they share the online data portal with the Governor. OI also developed a white paper, “Increasing food supply and reducing hunger – how community data contributes to improved identification of farmers’ needs”.

- **Support to the Africa Agribusiness Academy.** The aim of Africa Agribusiness Academy’s (AAA) grant was to organize agro-based SMEs into a forum for strategic and focused policy dialogue, and to empower this forum to interpret CAADP to support their policy dialogue agenda. Working in Nakuru county and Nairobi, AAA mapped and profiled agribusiness MSMEs; sensitized identified stakeholders on the CAADP process, empowering them to interpret CAADP processes and to understand their role in realization of Malabo commitments; facilitated the validation and adoption of a policy position paper by 22 agro-based MSMEs; and formed a working team to spearhead policy engagement at the national level.
- **Leadership Coaching to the Africa Land Policy Center.** USAID requested that Africa Lead provide organizational development support to the Africa Land Policy Center (ALPC), a key institution that coordinates the implementation of the AU policy on land. Though still under development, this activity will likely involve executive coaching, strategy and planning retreats, and training workshops to build specific operational capacities in the team.
- **Feedback Exercise and Support to Transition Planning with the CAADP Nonstate Actors Coalition.** Africa Lead responded to a request from the CAADP Non-State Actors Coalition (CNC) for guidance and support in a review and refresh exercise of their current strategy and activities. Though initially we imagined a webinar-type activity to bring together various stakeholders, our approach evolved into designing an online survey to document the diverse perspectives of CNC participants and member organizations, as well as development partners, on the CNC track record to date and recommendations for moving forward. This feedback, along with insights from additional key informant interviews will inform a planned strategy refresh workshop by the CNC in November 2018. This feedback exercise will serve as a critical point of reflection for the CNC, provide input from its constituency to reorient its mission going into the next phase, and ultimately help the CNC become more a sustainable and strategic representative / apex body.
- **CAADP Country Team Facilitators.** Africa Lead provided CAADP support in Ghana, Nigeria, Senegal, Kenya, and Malawi through dedicated country facilitators in each country. Each of these countries submitted its Biennial Review report on time and according to the technical guidelines. Also, the Africa Lead facilitator in Ghana played a key role in the preparations and engagement of key stakeholders in the Biennial Review and validation process. In Kenya the Africa Lead facilitator played a key role in facilitating various meetings of the national CAADP team and helped to set up a working group for the Institutional Architecture Assessment workshop (IAA).

Leveraging Partnerships

- **IA-APP Workshop Pilot in Tanzania.** This workshop was carried out in partnership with USAID/ ASPIRES, and the Policy Analysis Group (PAG). The PAG comprises more than 12 non-voluntary local and international institutions, including the Ministry of Agriculture, Food Security and Cooperatives. To make the event a success, each member had a focus ranging from the technical aspect to in-kind support to financial support. Africa Lead provided support in facilitation of the event. PAG members and non-state actors paid their own way to the workshop and for their own lodging. The USAID/ASPIRES project helped finalize the agenda, prepared name tags, manned the event registration, paid for the conference venue, and managed logistics and necessary costs for government participants. The Ministry of Agriculture Livestock and Fisheries contributed through level of effort that included programming the event and managing RSVPs.
- **Co-Funding with Missions.** While not considered leverage by the traditional definition, Africa Lead is also extending the reach and scope of BFS investments through various co-funded activities with bilateral missions. Africa Lead is in a unique position to test this as an approach for catalyzing and piloting activities with BFS funding which contribute to shared learning objectives and ensure that results are owned, led, and managed by local stakeholders. For example, BFS funding was used to co-invest in the adaptation of the IA Toolkit for the recovery and resilience context in South Sudan. In the final year of the project, Africa Lead will continue to explore opportunities to engage Missions in shared learning objectives and results with BFS-funded activities.



EA REGIONAL

Year in Review | Fiscal Year 2018



93 organizations supported



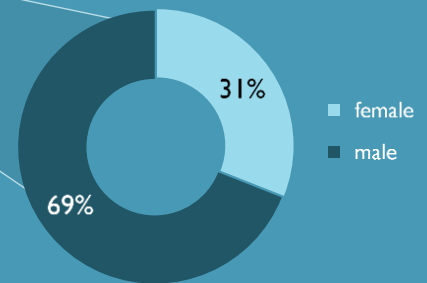
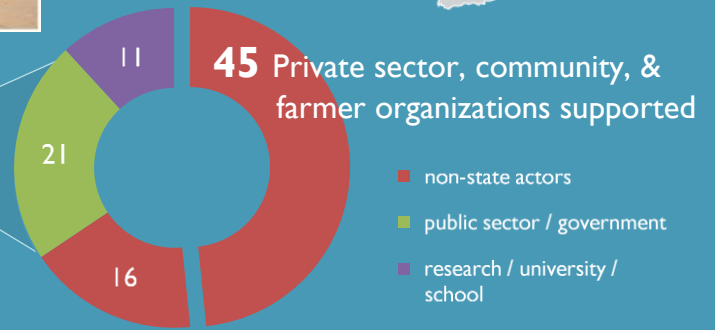
9 food security events



176 individuals engaged in food security policies or programs

2 Organizations
6 Individuals

applying improved practices as a direct result of AL support



KEY PARTNERS - FY2018



NGO

The African Seed Access Index (TASAI)



RIGO

East African Community (EAC)
Intergovernmental Authority on Development (IGAD)



Working Group

USAID's Fall Army Worm (FAW) Task Force



Africa Lead Support

Capacity Building

Facilitation

Inclusive Policy Dialogue

Technical Assistance

Activity Overview

- **Rapid Assessment of Regional Seed Sector to Determine How Best to Promote Regional Seed Trade.** Africa Lead contracted Agri Experience in FY18 to assess the regional seed sector to identify barriers to cross-border trade that persist even with efforts to harmonize seed trade policy. The assessment included a desk review and field data collection in five countries and across 10 border points. Africa Lead then facilitated a validation workshop attended by 46 participants who identified specific barriers and recommendations to enhance cross-border seed trade. As a follow-up to the assessment, Africa Lead organized a brainstorming meeting for seed sector experts to identify specific interventions for a pilot seed activity. During the meeting, experts highlighted the need for seed-certification systems, strengthened border operations, and targeted Business Development Services (BDS) support to local seed companies as key areas of interventions. In FY19 Africa Lead will design a seed activity focused on improving regional seed trade based on the above intervention areas.
- **Leading the Online East Africa Seed Network.** Africa Lead continued this year to consolidate gains and expand the online East Africa Seed Network to 127 registered members to enhance collaboration, communication, and learning between seed sector actors in the COMESA (Common Market for Eastern and Southern Africa) region. Africa Lead facilitated two learning webinars for more than 50 participants on access to finance and a regional seed sector study by The African Seed Access Index (TASAI) study. In Q3 Africa Lead added key seed actors to the network at the USAID/Ethiopia Country-Level Stakeholders Dialogue, and in 2019 Africa Lead will continue to utilize the online East Africa Seed Network to facilitate learning and coordination of expanded seed activities focused on improving certification systems, border operations, and the capacity of seed companies.
- **2018 USAID Feed the Future and Trade Regional Conference.** In May 2018 Africa Lead supported USAID to organize its annual regional Feed the Future and Trade Conference. The conference was attended by 90 participants from eight bilateral USAID missions within the region, USAID/Kenya and East Africa (KEA), USAID Washington, USAID implementing partners, regional inter-governmental organizations (RIGOs), research organizations, and the private sector. The objective of the conference was to improve communication and relationships among regional and bilateral stakeholders and to share best practices and align regional and bilateral activities in specific technical areas — specifically trade, agriculture and food security, policy and institutional strengthening, and resilience. Outcomes of the meeting included recommendations on ways to strengthen collaboration between USAID missions, regional programs, and RIGOs, as well as specific agriculture and trade priorities that USAID regional programs should jointly or separately address in the next five years. The outcomes of the meeting will provide inputs for USAID/KEA's Office of Economic Growth and Integration's (OEGI) Feed the Future Strategy Plan for the next five years.
- **Facilitation of Ethiopia Seed Stakeholders Dialogue on How to Enhance Seed Companies' (Private Sector) Participation in Seed Trade in Ethiopia.** In Q3 Africa



Lead in partnership with USAID/Ethiopia and Ethiopia's Ministry of Agriculture facilitated a country-level stakeholders' dialogue for 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. 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.

- **Stock-taking of Past USAID Activities under the East Africa Feed the Future Multi Year Strategy (2011-2015) to Inform Development of the New East Africa Feed the Future Global Food Security Strategy.** In Q4 Africa Lead in partnership with subcontractor PICO designed and kicked off a review of USAID/KEA OEGI's programs between 2011 and 2018 to inform the USAID/KEA OEGI Feed the Future Strategy Plan for the next five years. The stock taking exercise focused on USAID/KEA OEGI achievements, implementation effectiveness, lessons learned, and new opportunities, and included a review of documents and consultations with key stakeholders. A validation workshop and private sector meeting will be held next quarter to receive feedback and further input from key USAID/KEA OEGI stakeholders.
- **Facilitation of USAID OEGI Implementing Partners Monitoring & Evaluation/Collaboration Learning and Adapting (M&E/CLA) meeting.** In Q4 Africa Lead facilitated the MEL/CLA meeting for USAID/KEA regional partners in Nairobi. Thirty-five participants representing five partner organizations, four regional organizations, and USAID attended the meeting. The objective of the meeting was to provide an opportunity for USAID/KEA OEGI regional implementing partners to reflect on MEL activities in their programs, gain a deeper understanding on the key CLA and MEL requirements for USAID, share lessons on cutting-edge practices in regional development programming, and come up with solutions for MEL challenges faced by implementing partners. Going forward in FY19, partners will use developed CLA action plans to identify their priority areas and improve the quality of documentation and progress reporting toward the realization of USAID OEGI objectives.
- **Impact Evaluation of the Don't Lose the Plot Reality TV Show.** In FY18 Africa Lead contracted TNS, an independent research firm, to complete an impact evaluation of the Don't Lose the Plot (DLTP) TV series, produced in partnership with Mediae in FY17. The TV show, which aired in Kenya and Tanzania, targeted behavior change, skills development, and increased interest in agriculture among women and youth. The impact evaluation found that improvements in knowledge, attitudes, and behavior associated with DLTP occurred mostly among youth already engaged in farming in the two countries. The findings and recommendations from this evaluation indicated that reality TV shows can contribute to changes in attitude and behavior, development of entrepreneurial and technical skills, and increased knowledge among youth toward agriculture. The results of the impact evaluation as well as feedback from key stakeholders were incorporated into a final report in Q4. The results of the impact evaluation will inform future USAID media programming for improved youth engagement in farming and agribusiness.

- **Regional Value Chains and Policy Mapping for USAID/KEA OEGI.** In FY18 Africa Lead supported USAID to design and conduct a regional value chain and policy mapping activity for regional and bilateral missions, regional inter-governmental organizations (RIGOs), and implementing partners in Burundi, Ethiopia, Kenya, Rwanda, Somali, South Sudan, Tanzania, and Uganda. The draft report of the mapping exercise indicated that few bilateral missions have regional trade, or access to finance for regional trade, as a priority in their value chain implementation strategies. The assessment also confirmed weaker coordination between bilateral missions and RIGOs because few bilateral mission programs focus on adoption of regional policy. The final report of this exercise will be submitted next quarter and will inform USAID/KEA OEGI's Regional FTF Strategy Plan for the next five years and help improve collaboration between the regional and bilateral missions.
- **East Africa Community (EAC) Fall Army Warm Regional Workshop in Nairobi.** In Q4 Africa Lead supported the EAC Secretariat to convene a regional workshop for the national task forces on Fall Armyworm (FAW), national plant protection organizations (NPPOs), National Research Organizations (NARs), regional research organizations, development partners, and USAID regional and bilateral missions. The workshop was jointly organized with key regional and continental organizations combating FAW. The main objectives of the workshop for the 60 participants were to take stock of the status of FAW management efforts and practices in the region, identify critical challenges and limitations in existing FAW action plans, and identify priority strategic actions to enhance FAW interventions within the EAC. The EAC FAW regional workshop was building on previous USAID efforts intended to mobilize action, enhance coordination, and improve long-term planning toward FAW control in the region. The EAC committed to develop a Regional FAW Action Plan to guide its efforts.
- **Communication Support for USAID/KEA OEGI.** In FY18 Africa Lead continued to support USAID/KEA's OEGI communications efforts. These efforts included the production of monthly newsletters, PowerPoint presentations, factsheets, and a short animation video for OEGI.
- **Facilitation of the Launch of the Economics of Resilience to Drought Study.** Africa Lead facilitated the Economics of Resilience to Drought Learning Event in Nairobi in March 2018. It brought together 93 participants from donor agencies, implementing partners, PREG members, the National Drought Management Authority (NDMA), and USAID/Kenya and East Africa representatives. The main objective for the event was to create awareness and disseminate widely study findings of the Economics of Resilience to Drought assessment commissioned by the USAID/Center for Resilience and USAID missions in Kenya, Ethiopia, and Somalia. By the end of the event, stakeholders recognized the need for governments to take the lead in resilience-building initiatives, and to invest more in early-warning and early-response systems to facilitate timely actions to mitigate adverse effects and losses.
- **Facilitation of Kenya Resilience and Poverty Escapes Event.** Africa Lead facilitated the launch of the Kenya Resilience and Poverty Escapes Study Findings in April 2018. 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. The study will be used in the future to develop policies and tailor resilience programming toward eradicating extreme poverty in Kenya.

- **Support for the Development of the IGAD Implementation Letter.** Africa Lead provided technical support to USAID and IGAD to develop a four-year implementation letter (2018 –2022). The Implementation Letter serves as a strategic guide to IGAD's priority areas of focus within the resilience agenda for the next four years to achieve their desired results. Africa Lead also facilitated one-on-one discussions with USAID and IGAD and facilitated a 1.5-day workshop to gather input for the implementation letter with clear milestones and outcomes. The letter further identifies linkages and opportunities for improving synergies and leverage across activities for enhanced partnership and coordination between IGAD units, partners, and other relevant programs.
- **Facilitation of the Annual Horn of Africa Meeting.** In Q4 Africa Lead facilitated the annual Horn of Resilience Network Meeting in Nairobi. The meeting brought together more than 100 participants including implementing partners from Uganda, Somalia, Ethiopia, South Sudan, and the Democratic Republic of Congo (DRC); USAID representatives from bilateral and regional missions; and the Center for Resilience in Washington, D.C. The objectives of the meeting were to appreciate the current thinking around finance and share best practices around access to micro-credit, livestock insurance, and national risk financing; to take stock of USAID's programming within the region in the context of the Regional Resilience Framework 2.0; and to identify critical strategies for moving the HoRN effort forward. Africa Lead developed two learning briefs focused on access to finance and HoRN Learning with key learnings and recommendations that came out of the meeting. To keep the network informed and updated, Africa Lead will use the online platform as a communication tool.
- **Monthly HoRN e-Update.** Africa Lead coordinated with USAID/KEA to prepare and circulate a monthly eUpdate to partners in the East Africa region, Senegal, and Washington, in addition to Global Alliance Members, IGAD, and other key stakeholders. Africa Lead shared three eUpdates in Q2 with the objective of enabling partners to have regular updates and learn from each other on resilience programming across the region, share alerts on upcoming events, and disseminate information on resilience matters and documents such as research, reports, and case studies. The development of the eUpdate was discontinued to provide an opportunity for USAID/KEA to pause and reassess the audience and to consider content that would be strategic from a regional standpoint. Following the HoRN meeting in Q4, the network undertook new commitments and in FY19, the online platform will be used to communicate to HoRN partners in moving forward commitments made at the annual meeting.

Leveraging Partnerships

- In Q4 Africa Lead supported the EAC to organize its regional FAW workshop, and EAC contributed \$3,475 in terms of LOE for three technical staff who supported the design, coordinated logistical and technical preparations, and contributed to the reporting. EAC staff expertise was vital for the preparation of the communiqué that was signed by member states on the last day of the meeting and in the review of the final report. Africa Lead also leveraged the technical support of FAO, CABI, ASARECA, CIMMYT, and the International Centre of Insect Physiology and Ecology (ICIPE), who were part of the technical team that designed the workshop and contributed to a technical panel that reviewed FAW management efforts in Africa to set the scene for workshop deliberation.



GHANA

Year in Review | Fiscal Year 2018



130 organizations supported



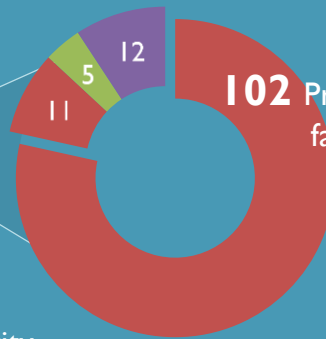
6 food security events



264 individuals engaged in food security policies or programs

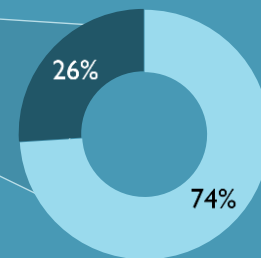
15 Organizations
25 Individuals

applying improved practices as a direct result of AL support



102 Private sector, community, & farmer organizations supported

- non-state actors
- public sector / government
- research / university / school



- female
- male

KEY PARTNERS - FY2018



Donor/Private Charity

The Beige Foundation (TBF)



Farmer Organization

Farmers Organization Network in Ghana (FONG)



Government

Ministry of Food and Agriculture (MoFA) Ghana



NGO

African Youth Network for Agricultural Transformation (AYNAT)

Fair River International Association for Development (FARIAD) Federation of Associations for Ghanaian Exporters (FAGE)

iDe Ghana (International Development Enterprises)

National Beekeepers Association

National Farmers and Fishermen Award Winners Association, Ghana (NFFAWAG)

Women in Agribusiness Network Ghana (WIANG)



Private Sector

Eden Tree Limited (ETL)

Growth Mosaic

Integrated Water & Agricultural Development Ghana Limited (IWAD)

MDF West Africa

World Cocoa Foundation



Research/Academic

West Africa Resilience Innovation Lab

Africa Lead Support

- Agribusiness & Entrepreneurship Development Course Training
- Capacity Building
- Capacity Building (via Internship)
- Inclusive Policy Dialogue

Activity Overview

- **Agribusiness and Entrepreneurship Boot Camp Course for Youth in Collaboration with the Beige Foundation (TBF).** Africa Lead and TBF organized a five-day Entrepreneurship and Agribusiness Boot Camp for youth leaders from October 2 to 6, 2017. The goal of the course is to empower and equip aspiring and existing agribusiness entrepreneurs with the knowledge and skills to lead profitable and sustainable agribusinesses that will enhance agricultural productivity, create jobs, and increase food and nutrition security. Using rigorous selection criteria that Africa Lead developed, the program brought together 35 participants from six regions across Ghana who are involved in production, processing, aggregation, and financing activities along various agricultural value chains. The course topics included agribusiness identification, planning, and management, the principles and practice of entrepreneurship, the use of the business model canvas, market research, record keeping, and financial and risk management.
- **Super Champions for Change Women’s Conference.** Africa Lead delivered technical and logistical services to support the Women in Agribusiness Network Ghana (WIANG), one of the Champions for Change networks, to organize the Super Women’s Conference in the Brong Ahafo region. The two-day event took place from October 12 to 13, 2017 and brought together 133 women actively involved in the agricultural sector. WIANG members and participants represented the Northern, Middle, and Southern zones of the country. The conference, themed “Scaling up Agribusiness and Improving Nutrition in Ghana,” emphasized agribusiness development and the importance of nutrition-sensitive approaches in agriculture. Staff from four other USAID projects presented their information and lessons learned on topics including nutrition, financing and agribusiness opportunities for women in input supply, value addition, livestock, and natural resource products.
- **Promotion of Youth Workforce Development through Agribusiness Internship Opportunities.** Africa Lead’s Agribusiness Leadership Internship Program (A-LEAP) placed 23 interns within local small and medium-sized enterprises (SMEs) to address strategic growth needs. The interns benefited from work-readiness orientation, on-the-job training, and specialized skill transfers that help Ghanaian agribusinesses and organizations improve their viability and productivity. Interns also provided support in monitoring and evaluation, strategy and marketing analysis, agricultural engineering, and program management. The intern at the National Beekeepers Association (NATBA) helped write a winning business partnership proposal that resulted in a contract to supply 10 tons of wax annually to an international supply company. At International Development Enterprises (iDE), the intern designed an irrigation pressure regulator and sand filter prototypes that will be tested in the upcoming months. At Eden Tree Limited, the student helped increase the company’s social media presence and conduct market research, and at the Federation of Associations of Ghanaian Exporters (FAGE) the intern developed financial and accounting policies and an employee manual.



- **Organization of the 2017 International Rural Women’s Day.** International Rural Women’s Day recognizes that every woman should have access to food to reduce rates of malnutrition and famine. Africa Lead supported the Farmers Organization Network in Ghana (FONG) to celebrate the efforts of rural women in the middle zone of Ghana during this celebration on October 14, 2017 at Ntotroso in the Asutifi North District of the Brong Ahafo. The theme was "Transforming Rural Economies through Agribusiness: The Role of Women". Africa lead delivered the keynote address and handled logistics for the participation of 300 of the 1,000 women who attended. Participants reflected on the contributions of rural women in agriculture in Ghana and discussed strategies to empower women, and women farmers displayed their farm products.
- **Support to the Consultative Forum on a “Marshall Plan” for Agriculture in Ghana.** In Collaboration with the Office of the Vice President of Ghana and the Ministry of Agriculture (MOFA), from November 6 to 7 in Peduase, Aburi, Africa Lead co-facilitated a two-day event with a team from the Office of the Vice President, while the MOFA and provided rapporteurs. The forum was themed, “A Transformational Plan for Agriculture to Enhance Food Security, Improve Farm Productivity, and Strengthen Linkages with Manufacturing, Create Jobs, and Improve Rural Livelihoods and Wealth for Ghanaians” and brought together agricultural stakeholders and experts to discuss the priority needs in the country and the most effective and efficient ways to transform the agricultural sector in Ghana. More than 140 experts representing the private sector, civil society, academia, development partners, researchers, Metropolitan and Municipal and District Assemblies, the MOFA, and other government agencies participated. After the forum, a technical workshop group synthesized the priorities and recommendations and developed the first draft of the “Marshall” plan, which has been submitted to the Office of the Vice President for review.
- **Agribusiness Leadership Internship Program (A-LEAP) Information Sharing & Learning Event.** Africa Lead held a learning event for interns and host organizations to share lessons learned and highlight the success or impact of the internship program. The event also included a post-internship career-planning session to guide interns in their professional growth. A key lesson shared by the majority of the host partners was that the internship programs can be leveraged as a high-impact technical assistance tool to fill institutional gaps through demand-driven placements. A majority of the interns wished that they could have participated in Africa Lead's training programs in addition to the pre-internship orientation. Overall, both host supervisors and interns were satisfied with the program.
- **Facilitation of Agribusiness and Entrepreneurship Development Course for Members of the National Farmers and Fishermen Award Winners Association of Ghana.** In partnership with the National Farmers and Fishermen Award Winners Association, Ghana (NFFAWAG), Africa Lead organized a five-day short course on agribusiness and entrepreneurship development in Kumasi, Ghana. The short course brought together women entrepreneurs engaged in various agribusiness ventures, such as crop and livestock production, processing, aggregation, agricultural information dissemination, sales, and marketing. The short course empowered and equipped the participants with additional skills and knowledge to either start up or grow profitable and

sustainable agribusinesses that will enhance agricultural productivity, create jobs, and increase food and nutrition security. The course also developed the capacity of these women in agribusiness identification, planning, and management.

- **Delivery of Champions for Change Leadership Training of Trainers Course for Staff of USAID's Agriculture and Natural Resource Management Project.** Africa Lead held a Champions for Change Leadership Training of Trainers course for staff of the Agriculture and Natural Resource Management Project and leaders from the Community Resource Management Areas (CREMAs). The course enhanced participants' facilitation and presentation skills, and enabled them to mobilize and train other community leaders and trainers in the CREMAs.
- **Organization of Sustaining the Momentum Beyond Africa Lead Workshop for the Champions for Change Networks.** In March 2018 Africa Lead organized a workshop to enable network members to share their successes, failures, and lessons learned as well as discuss strategies, approaches and methodologies to grow and sustain their network activities. Champions from six networks participated in the event and learned about the importance of strategic communication, collaboration, partnerships and resource management. By the end of the workshop, each network team had developed a five-year sustainability action plan for their network.
- **Organization of a Lessons-learned Event.** Africa Lead held a lessons-learned event on March 22, 2018 to highlight and celebrate the achievements of the Ghana program, and to make recommendations for future programming. Participants included agribusiness partners and beneficiaries, and representatives from USAID Ghana and West Africa, university and research institutions, and civil society organizations. During the workshop, beneficiary representatives presented their successes, innovations, and results. Africa Lead staff presented the findings of Africa Lead's internal program review, and thought papers on the project's leadership and management capacity, youth workforce development, mutual accountability strategies, and policy dialogue and advocacy. Participants shared additional lessons learned and made recommendations for future programming discussions.



GUINEA

Year in Review | Fiscal Year 2018



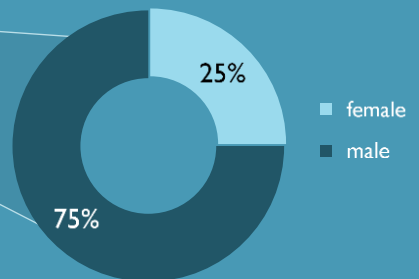
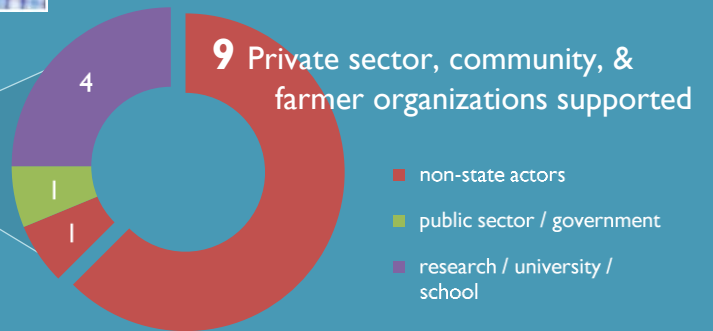
15 organizations supported



1 food security event



24 individuals engaged in food security policies or programs



KEY PARTNERS - FY2018



Government

Bureau of Strategy and Development of the Ministry of Agriculture

Africa Lead Support



Coordination for National Agriculture Investment Plan (NAIP)

Activity Overview

- **Champions for Change Leadership Course for Youth and Institute of Agriculture Faculty.** In collaboration with the Feed the Future and USAID/Guinea-funded Agriculture Service Project implemented by Winrock International, Africa Lead delivered the Champions for Change (C4C) leadership course to 24 participants in Faranah, Guinée Conakry, from October 16 to 20, 2017. Participants included six women, students, and faculty from the Institut Supérieur d’Agronomie et Vétérinaire and field agents of the AVENIR project. The signature course strengthened the individual leadership and management skills of leaders, managers, and innovators in these key organizations seeking to influence the development path of agriculture and food security on the continent. The curriculum covered the new CAADP results framework and principals of the Malabo Declaration. The course inspired and imparted the skills individuals need to lead change and drive agricultural transformation in Guinea.
- **Assessment of the Government of Guinea’s Agricultural Subsidy Programs.** An Africa Lead expert performed a rapid assessment and analysis of the types of subsidies on seeds, fertilizers, and agricultural equipment (tractors, harvesters, threshers, and combines). The assessment team found that from 2011-2016, the dollar amount of the subsidy decreased by 70 percent primarily due to the Ebola crisis. The study found that during this period, the land area under cultivation especially for cereals, rice and vegetables increased, but productivity levels per crop increased nominally and in many cases not at all. Companies that import the fertilizers and equipment benefited significantly from the injection of approximately \$153 million into the sector from 2012-2016. To promote a real transformation in the sector and to ensure an increase in productivity, the assessment team recommended that the government increase the budget allocated to agriculture to 10 percent of the national budget to adhere to CAADP requirements.
- **Support to the National Agriculture Investment Plan (NAIP) and National Agricultural Development Policy (PNDA) Validation Process in Guinea.** Africa Lead’s advisor worked closely with the Bureau of Strategy and Development of the Ministry of Agriculture to plan and prepare for the PNDA and National Agriculture and Food Security Investment Plan (PNIASA) validation workshop, including facilitating three technical workshops with government, civil society, private sector, and farmer group representatives, and integrating their feedback and recommendations into the policy documents. The team developed a final communique outlining the results of the validation workshop and next steps. The policy documents were also finalized in preparation for the “political” validation meeting to be presided by the President of Guinea; however, the President was not available, and the validation meeting was postponed to early 2018. Finally, the Africa Lead advisor also helped develop a mass communication plan in collaboration with the USAID/Cultivating New Frontiers in Agriculture project, which includes a strategy to disseminate the contents of the policy documents.



- **Presentation of Findings and Recommendation of the Assessment of the Government of Guinea’s Agricultural Subsidy Programs.** To determine the impact of the Government of Guinea’s subsidy programs on agriculture and the private sector, an Africa Lead expert performed an assessment of the different types of subsidies on seeds, fertilizers, and agricultural equipment. Africa Lead shared findings and recommendation of the study with key USAID/Guinea mission staff. Subsequently, the team finalized and submitted the report to the USAID Mission and the Ministry of Agriculture. These recommendations are expected to inform the design of the Government of Guinea’s policy on subsidies and promote private sector development.

KENYA

Year in Review | Fiscal Year 2018



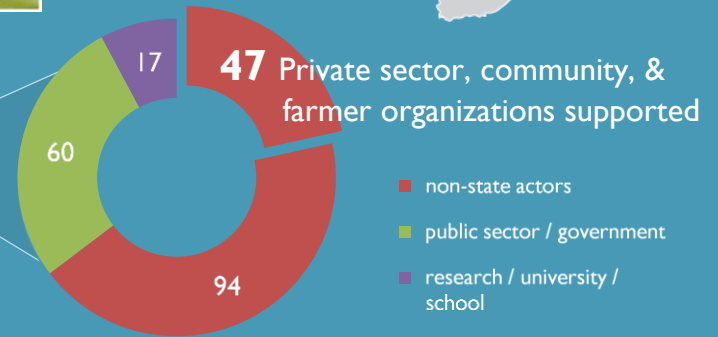
218 organizations supported



44 food security events



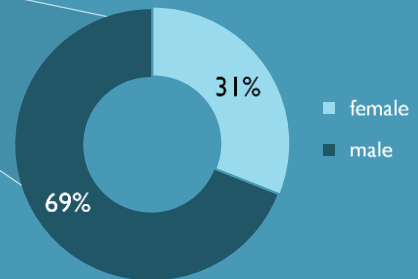
740 individuals engaged in food security policies or programs



- non-state actors
- public sector / government
- research / university / school

10 Organizations
25 Individuals

applying improved practices as a direct result of AL support



- female
- male

KEY PARTNERS - FY2018



Donor Working Group
Agriculture Rural Development Donor Group
Arid and Semi-Arid Land Donor Group



Government
Joint Agricultural Sector Steering Committee (JASSCOM)
Ministry of Agriculture and Irrigation (MoAI) Kenya
National Drought Management Authority (NDMA)



NSA Network
Agricultural Council of Kenya (AgCK)
PREG partners



Africa Lead Support

- Coordination
- Coordination for National Agricultural Investment Plan (NAIP)
- Inclusive Policy Dialogue
- National Agricultural Investment Plan (NAIP)
- Organizational Development
- Strategic Development
- Team Building
- Technical Assistance



Activity Overview

- **Institutional Strengthening Support to the Ministry of Agriculture, Livestock, and Fisheries (MoALF) for the Kenya Agricultural Sector Transformation and Growth Strategy (ASTGS).** Africa Lead continued providing technical support in FY18 to the development of the ASTGS and its National Investment Plan (NAIP). In November 2017 Africa Lead facilitated the second ASTGS Write Shop. Africa Lead also facilitated additional targeted meetings in Q2 and Q3 to guide the ASTGS process, and facilitated with AGRA a second private sector consultation meeting in March 2018 for 87 participants to validate flagship initiatives under the ASTGS and co-design public-private-partnership (PPP) arrangements for implementation. In addition, Africa Lead facilitated in Q2 the 2017 Institutional Architecture Assessment (IAA) validation process that was incorporated into the ASTGS process; the report was officially endorsed and signed by the MoALF Cabinet Secretary and the Principal Secretary of the Department of Agriculture. Private sector partners entered in the latter part of the ASTGS strategy development 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 led to a need for further sensitization and domestication at the national and county level.
- **Support to the Agriculture Council of Kenya (AgCK).** Africa Lead continued to provide technical assistance to AgCK to promote sustainability and self-reliance. Africa Lead supported AgCK in FY18 to lead a membership drive to increase its membership from 13 organizations to 21 organizations representing more than 2.8 million farmers and other stakeholders in Kenya. In November 2017, Africa Lead supported AgCK at the ASTGS 2nd Write Shop to give a formal presentation to attendees on their role, objectives, and key enablers in the agricultural sector transformation processes. Africa Lead further supported the Youth Professionals in Agricultural Development (Y-PARD), a youth cluster under AgCK, to attend the event and network and contribute to drafting the ASTGS. In Q2 Africa Lead produced a video, “The AgCK Story,” which will showcase institutional development for non-state actor formation under CAADP at the national level. Africa Lead also supported AgCK in Q3 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.
- **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 in Q3. Africa Lead has ongoing concerns that Kenya MoALF and the Council of Governors have appointed JAS representatives that need technical and managerial support; however, because 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, in addition to visibility with county and national governments.

- **Strengthening Donor Coordination for Kenya Development Partners.** Africa Lead continued supporting donor coordination this year for the Agriculture Rural Development Donor Group (ARDDG) and the Arid and Semi-Arid Lands (ASALs) Donor Group, as well as the Cabinet Secretary (Minister) of the MOALF. In Q1 Africa Lead supported the completion of investment mapping for the ASAL donor group, improving the delivery of needs-based assistance and alignment to country priorities for the ARDDG, and joint commitments by ARDDG members to share programmatic results and best practices as well as improve coordination and forecasting. In Q2 Africa Lead strengthened complementarity and synergies amongst donors in the financing of the NAIP, provided regular updates of the donor investment mapping, strengthened sector coordination through technical and operational investments to the Joint Agricultural Secretariat (JAS), and established linkages with CAADP's Regional Donor Coordination office to support increased collaboration between Kenya and African Union Commission (AUC) leadership. In Q3 Africa Lead facilitated a donor mapping exercise of all donor investments in the agricultural sector for the ARDDG against the various Government of Kenya (GoK) agriculture priorities; the dashboard is available [here](#). Donor investments in ASAL areas were also mapped against the six Ending Drought Emergencies (EDE) pillars to inform the GoK of the extent to which donors are aligned to national sector priorities; the ASAL donor mapping tool is available [here](#).
- **Continued Capacity Building for Agricultural Sector Transformation.** Africa Lead began discussions with the new Agriculture Secretary at the MOALF this year to provide a Super Champions for Change (C4C) training to 30 high-level MOALF officials (including the Cabinet Secretary and Principal Secretary) as well as representatives from the Council of Governors to sensitize them on the ASTGS. Africa Lead has experienced delays with this activity, as the ministry has postponed the training several times due to other responsibilities. In Q4 the ministry expressed that they wanted the training to occur after the ASTGS is launched in the coming months. Africa Lead expects this activity to be completed in Q1 and Q2.
- **Strengthened Private Sector Engagement in Agriculture Policy.** To ensure private sector buy-in of the ASTGS/NAIP process, Africa Lead facilitated a workshop in December, 2017 convening 107 private sector actors, government officials, and USAID partners from across the agriculture product value chain. The objective of the event was to engage private sector players in the ASTGS to ensure future private sector engagement. To ensure private sector buy-in of the ASTGS/NAIP process, Africa Lead facilitated the second workshop in February 2018, which convened 82 private sector actors, government officials, and development partners including USAID, FAO, AGRA, and GIZ. The objective of the event was to engage private sector players as a follow-up to the first meeting in December 2017 to validate the ASTGS and design a public-private alliance (PPA) for implementation.
- **Facilitation of Collaborating, Learning, and Adapting (CLA) at USAID Events.** Africa Lead facilitated three USAID/Office of Economic Growth partners learning events in



FY19 that focused on CLA among implementing partners, USAID, and the private sector.

- **Inclusive Multi-Stakeholder Policy Dialogue Support to the JASCCM and JASSCOM.** Africa Lead continued to provide technical support to the new inter-governmental consultation and cooperation mechanism, the Joint Agricultural Sector Consultation and Cooperation Mechanism (JASCCM) this year. An Africa Lead-seconded Senior Technical Advisor within JAS provided technical assistance and support to guide the secretariat in support of JASCOM operations and their role in the current development of the Kenya ASTGS and NAIP. JAS was instrumental this year in working with national government and counties in convening the Kenya Institutional Architecture Assessment (IAA) workshop and integrating JASCCOM as a key element of the agriculture strategy structure in policy coordination.
- **USAID's Feed the Future Partners' Planning Meeting.** As part of efforts to strengthen institutional coordination of activities necessary to advance the objectives of the U.S. Government's Global Food Security Strategy (GFSS), Africa Lead facilitated a planning meeting for USAID's Feed the Future partners in Q1. The meeting was attended by 60 participants who included representatives of the National Drought Management Authority (NDMA) Ending Drought Emergencies (EDE) Secretariat, Feed the Future implementing partners, and USAID staff. In line with the GFSS, partners agreed to increase coordination among themselves and with national and county government counterparts to improve resilience programming, collaboration, and collective action.
- **Northern Kenya Impact Evaluation Workshop.** Africa Lead and Technical Assistance to NGOs (TANGO) co-facilitated a Northern Kenya Impact Evaluation and Planning Workshop in Nairobi in December 2017. Fifty participants, including the Director of USAID's Center for Resilience in Washington D.C., USAID Kenya staff, and the Partnership for Resilience and Economic Growth (PREG) attended the workshop. The objective of the workshop was to foster buy-in and co-ownership by PREG partners of an impact evaluation from design, implementation, and evidence perspectives. Workshop sessions first provided the background of impact evaluation of programming in Northern Kenya, after which participants provided input on the design of the new impact evaluation to be conducted by TANGO, gave feedback on the content of resilience modules, and shared experiences in various shocks and stresses as well as advantages of resilience management systems. The impact evaluation will serve as the baseline for the next phase of PREG.
- **Facilitation of Nutrition Technical Working Group Thematic Meetings.** In FY18, Africa Lead facilitated five PREG Nutrition Technical Working Group (NTWG) meetings. The NTWG, which includes PREG partners, the National Drought Management Authority (NDMA), and USAID, was created in September 2017 to coordinate implementing partners' efforts to address underlying nutrition challenges in Kenya's arid and semi-arid lands (ASALs). In Q1 the NTWG developed and adopted Terms of Reference that define the purpose and scope of the group. The NTWG continues to be a platform for partners to learn, identify gaps, and develop possible interventions to improve nutrition programming in the ASALs. In FY19 Africa Lead will conduct an assessment for deeper

nutrition programming to improve synergy and collaboration among PREG partners to address chronic malnutrition levels in Northern Kenya.

- **Facilitation of the PREG Lessons Learned Event.** Africa Lead facilitated a PREG Lessons Learned Event (LLE) in February 2018 in Nairobi to strengthen institutional coordination and enhance learning and collaboration by PREG partners. The PREG LLE focused on Kenya's Resilience Program in the Northern Kenya development context, including findings from a case study on the PREG model. Ninety-one participants including PREG partners; the ASAL Donor Group; USAID staff from Washington D.C., Kenya, and East Africa Missions; and Africa Lead staff from Bethesda, West Africa, and East Africa attended the event. By the end of the event, partners determined key lessons and areas for improvement, which include better engagement with the national government, building trust and creating more impact at the community level, continuously engaging with stakeholders for better coordination and partnerships, and developing a structured mechanism or tools for sharing information among partners.
- **Support of the Development of a PREG Case Study.** In Q1 Africa Lead supported the development of a case study of the PREG model on collaboration and coordination. The case study assessed collaboration among PREG partners, what works or does not work in PREG, key lessons learned, and recommendations for strengthening the partnership. The case study highlighted PREG successes, including strong buy-in and commitment from PREG partners, investments in continuous learning and adaptation, and flexibility of roles and responsibilities. Highlighted recommendations included the need to enhance government and community ownership in PREG, incorporating collaboration during the design phase of programs, and incentivizing innovation of outstanding partner activities. The case study was finalized and shared with USAID and will be used in the future to inform other resilience partnerships and programming.
- **Development of a PREG Manual for Induction of PREG National and County-Level Leadership.** Africa Lead facilitated the development of a PREG manual that will serve as a 'one-stop' reference guide for PREG partners. It will also promote collaboration, learning, and adaptation by PREG partners by outlining the operations of the PREG model. The manual is a living document and will be updated when necessary to remain responsive to the growing needs of the partnership.
- **Facilitation of an Orientation and Refresher Workshop for National-Level PREG.** In Q2 Africa Lead facilitated the National Orientation and Refresher Workshop for PREG Chiefs of Party, Deputy Chiefs of Party, and USAID Activity Managers. The objective of the workshop was to orient new and existing PREG partners to ensure that they develop a common understanding of the partnership and follow standard operating principles, and to strengthen the implementation of PREG work plans. The workshop was guided by the PREG Manual that provides a reference point to ensure common understanding of the partnership.
- **Facilitation of County Leads and Deputies Transformational Leadership Training.** Africa Lead facilitated the County Leads and Deputies Transformational Leadership Training in Nairobi in Q2. Seven PREG counties (Wajir, Garissa, Turkana, Marsabit, Isiolo, Samburu and Baringo) were represented during the training session, which aimed



at equipping PREG county leadership with the skills to more effectively coordinate activities with local partners, county governments, and the national PREG Secretariat. Presentations and discussions during the session focused on joint work planning, strategic planning skills, and USAID's Geographic Information System (GIS) mapping and layering tool. By the end of the training each county team developed a work plan with priority actions for their respective counties.

- **Facilitation of a PREG Learning Event in Marsabit and Isiolo.** In March 2018 Africa Lead facilitated a five-day learning event in the counties of Marsabit and Isiolo to strengthen current collaboration efforts and processes by PREG partners. More than 100 participants including PREG partners, USAID staff, county government representatives, and members of the ASAL Donor Group took part in the learning event. The learning event allowed participants to engage in a participatory process of critical reflection, analysis, and collective action for improving resilience programming and impact in Kenya's arid and semi-arid lands (ASALs). Grounded in the PREG model of sequencing, layering, and integration, the event included site visits in various sub-counties in Isiolo and Marsabit, and reflection sessions that were guided by sub-thematic areas: community drought risk reduction in practice, market systems, and communications. At the end of the event, PREG partners identified learning opportunities for program implementation, which then informed the development of a learning brief inclusive of recommendations, which was shared with USAID.
- **Support to the Development of NDMA Strategic Plan (2018—2022).** From Q2 to Q4 Africa Lead provided technical support to the National Drought Management Authority (NDMA) for the development of its Strategic Plan (2018—2022), which has since been validated and presented to key stakeholders, including EDE Pillar group members, cooperating partners, donor groups, and NGOs. The Strategic Plan acts as a guide to strengthen NDMA's capacity to execute its mandate and carry out core functions and responsibilities to mitigate drought in the arid and semi-arid lands, and is expected to enhance NDMA's organizational and system performance. Africa Lead also supported NDMA's annual work planning and budgeting processes through a five-day workshop in Q3 that was attended by all NDMA Directors, Managers, County Drought Coordinators, Project Coordinators, and Monitoring and Evaluation Officers from all NDMA projects. The development of NDMA's 2018—2019 work plan and budget was guided by the strategic plan.
- **Facilitation of the Second Phase of Joint Work Planning and Team Building Workshops.** Joint work planning has been identified as a core activity for strengthening collaboration and learning among PREG partners. Africa Lead facilitated the second phase of a series of PREG Joint Work Planning and Team Building Workshops for seven counties: Baringo, Samburu, Turkana, Marsabit, Garissa, Wajir, and Isiolo, between May and July 2018, for 97 participants including PREG partners, county government officials, and NDMA. To build on the successes of the first phase of joint work planning workshops held in FY17, Africa Lead designed a learning curriculum to track the progress of implementation of action items listed in the respective county work plans developed in FY17. The county workshops balanced core knowledge with interactive, experiential learning, and resulted in the development of refined joint work

plans to improve coordination. Following the county workshops, Africa Lead facilitated a joint work planning workshop at the national level between USAID, implementing partners, and NDMA in July 2018, which resulted in the development of a FY19 work plan for the national-level PREG Secretariat. In FY19 Africa Lead plans to conduct joint follow-up visits in the counties to monitor progress in implementation of the work plans.

- **Development of a Case Study on the Transition of WFP's Asset Creation Program.** In an effort to document lessons learned and best practices within PREG, Africa Lead facilitated and coordinated the development of a case study on the transition of the World Food Programme's (WFP) Asset Creation Program's (ACP) activities, leadership, and responsibilities to the county governments in Wajir, Samburu, and Baringo in Q4. Africa Lead consolidated the findings into a draft case study report, which is currently under review by WFP and will be shared with PREG partners and other key stakeholders once finalized.
- **Facilitation of the FY19 'Speed Dating' Work Planning Workshop.** In August 2018 Africa Lead facilitated an FY19 'speed dating' joint work planning workshop in Nairobi. Thirty-one participants representing 15 partner organizations and USAID staff attended the workshop. The objective of the workshop was to provide a platform for partners to share and identify common program areas and priorities for collaboration, partnership, and collective impact. During the 'speed dating' session, each partner identified at least two other partners with whom to collaborate and implement identified activities in FY19. These joint activities were then included in their respective FY19 work plans for approval by USAID. Africa Lead will monitor the progress of implementation of the joint activities identified on a quarterly basis during the monthly PREG meetings held in Nairobi in the next year.
- **Communications Support to Enhance PREG Collaboration and Learning.** Africa Lead continued in FY18 to facilitate sharing of information among the 26 PREG partners at national and county levels. Africa Lead developed and disseminated a total of 13 eUpdates, which included county and national meeting minutes, key upcoming events, and resources shared by PREG partners. For example, the Wajir County team developed and shared two quarterly bulletins that highlighted jointly implemented activities in the eUpdate. Africa Lead also developed a video and case study report highlighting the application of PREG's sequencing, layering, and integration (SLI) model in Moruese, Turkana County. The video and report documented how the SLI model contributed to enhanced community resilience against drought and will be used to inform governments, development partners, and decision-makers about the benefits of partnership and collaboration. The case study report was finalized and shared with PREG partners and USAID.

Leveraging Partnerships

- **Support to the Development of the NDMA Strategic Plan.** In supporting NDMA to develop its 2018–2022 Strategic Plan, Africa Lead leveraged collaboration opportunities with the EU, which facilitated the convening of the inception workshop in Machakos County in February 2018. Africa Lead estimates the leveraging applicable to this activity



to be \$16,375, which includes the costs of transportation, daily subsistence allowances, and conferencing.

NIGERIA

Year in Review | Fiscal Year 2018



19 organizations supported



4 food security events

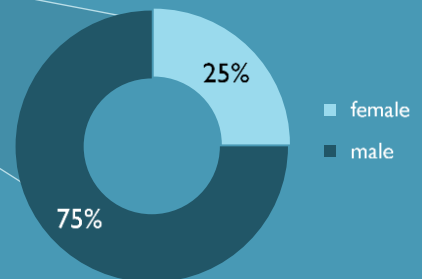
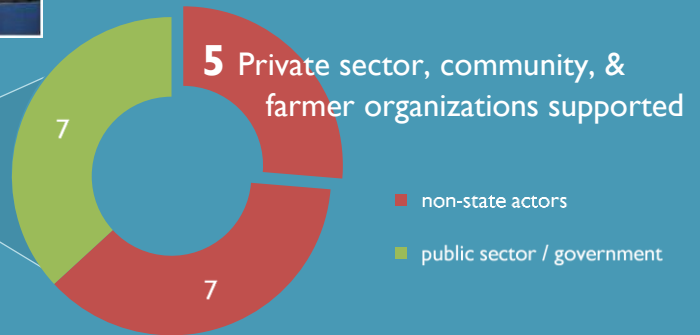


64 individuals engaged in food security policies or programs

6 Organizations

14 Individuals

applying improved practices as a direct result of AL support



KEY PARTNERS - FY2018



Government

Federal Ministry for Agriculture and Rural Development (FMARD)

Africa Lead Support

Capacity Building



Activity Overview

- **Support to the Federal Ministry of Agriculture and Rural Development's Nigeria Agribusiness Resource Center (NARC).** To strengthen service delivery and the technical capacity of the NARC, Africa Lead delivered three separate short courses of three days each on public-private partnerships in agribusiness facilitation, value chain analysis, and monitoring and evaluation. Additionally, the Young Professional intern assigned to the NARC delivered technical and administrative services to visitors and prospective investors. Since the center serves as the main source of data and information regarding prospective investments and projects in agriculture, the intern worked closely with both the Federal Ministry of Agriculture and Rural Development (FMARD) and the Agribusiness and Market Development unit staff, conducted research, and searched for market intelligence and opportunities for clients. The intern helped identify and develop profiles for target investors to facilitate partnerships, and matched suppliers with potential off-takers.
- **Setup and Launch of the NARC.** With technical assistance from Africa Lead, the FMARD launched the NARC on October 26, 2017 in Abuja and online. The NARC serves as a one-stop information and advisory hub to streamline the investment process for prospective and current agribusiness investors. It increases access to and disseminates key information, products, and services that will ease new investor entry and increase local agribusiness investment. It also facilitates the registration, startup, and expansion of agri-businesses throughout the country through a one-stop referral system that links prospective and existing investors to other government agencies and private-sector providers based on investor needs. The center will also improve coordination between investment support agencies and government stakeholders.
- **Support in the Development of a NARC Operational Plan and Budget.** The Africa Lead team worked with the management of ABMD and other key stakeholders to develop an operational plan, business model, and budget using the Business Model Canvas for the NARC. The model is a strategy development tool that helps visualize elements of the business strategy. The goal is to establish a financially sustainable center, so it will be necessary to market it to investors, the federal government, and entrepreneurs. In addition, to streamline NARC activities, the ABMD management team formed a steering committee to introduce the NARC to stakeholders and champion its vision and mission. Its biggest challenge is funding, as the Department is not allowed to generate income through the provision of services. Africa Lead made the initial investment for startup, and now the ABMD covers 52 percent of its expenses, but more funding is needed and the Department is counting on development partners, sponsorship, and cost-recovery to cover the balance.
- **Assignment of a Young Professional Intern to Support the NARC.** Africa Lead placed a Young Professional intern immediately after the launch of the NARC in November. The intern provides technical assistance and support for daily operations, registers online users, and manages the online portal. She implements the one-stop referral system that links investors and entrepreneurs to information and data sources

and other government agencies, private service providers, and off-takers. During the reporting period, there were 87 registrations, and investment and collaborating delegates made more than 20 facility visits. More than 1,000 resource materials on the value chains and agribusiness sector of Nigeria have been uploaded to the site, and the Resource Centre registered 24 partners and 15 investors, while the information desk serviced 20 office visits.

- **Training of Agribusiness and Investment Support Service Division (ABMD) and Nigeria Agribusiness Resource Center Staff.** MDF West Africa delivered two training programs to develop the capacity of ABMD staff to establish and manage the NARC. The initial training covered the process involved in the design of NARC's business model for service delivery and the products and services the center would offer. Forty-three staff of the ABMD attended the workshop. The second course, organized from November 17-18 in Abuja, focused on developing staff skills to operationalize the center, including how to use and manage the online platform and the service flow.



SENEGAL

Year in Review | Fiscal Year 2018



319 organizations supported



19 food security events

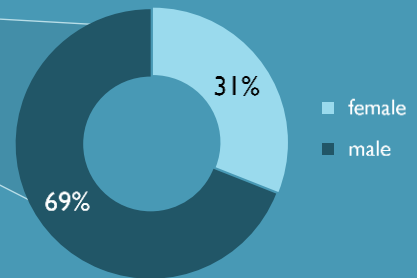
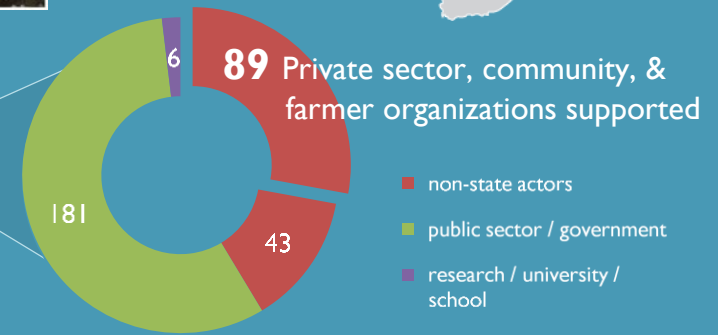


914 individuals engaged in food security policies or programs

9 Organizations

37 Individuals

applying improved practices as a direct result of AL support



KEY PARTNERS - FY2018



Government

Bureau Operationnel de Suivi du Plan Senegal Emergent (BOS/PSE)

Cellule de Lutte contre la Malnutrition (CLM)

Direction de l'Appui au Secteur Prive (DASP)

Ministère de l'Agriculture et de l'Equipeement Rural (MAER)

Ministry of Trade

Ministry of Water and Sanitation



NGO

Groupe de Dialogue Social et Politique (GDSP)

Mouvement Sénégalais pour le développement (MSD)



NSA Network

Conseil National de Concertation et de Coopération des Ruraux (CNCR)

Union Nationale des Commerçants et Industriels du Senegal (UNACOIS)



Private Sector

West African Regional Mango Alliance (WARMA)



Research/Academic

University Cheikh Anta Diop of Dakar-Institut Supérieur d'Agriculture et Entreprenariat (UCAD/ISAE)



Africa Lead Support

- Champions for Change (C4C) Institutionalization
- Coaching & Mentoring
- Coordination
- Coordination for National Agricultural Investment Plan (NAIP)
- Facilitation
- Inclusive Policy Dialogue
- Leadership & Management Training
- Organizational Development
- Strategic Development
- Support for Joint Sector Review (JSR)
- Team Building
- Technical Assistance

Activity Overview

- **Facilitation of Workshop to Validate the Direction de l'Appui au Secteur Privé (DASP's) First Monitoring and Evaluation (M&E) Manual.** This workshop on January 31, 2018 brought together 23 participants from departments of the Ministry of Finance and the private sector to review the manual to develop an M&E system for DASP. The development of the manual has made DASP a role model among fellow institutions and led other departments of various ministries to express the need and willingness to learn more about DASP's experience in working with Africa Lead and to further establish their own M&E systems. Africa Lead further supported seven DASP staff to attend the agro-industries consultative workshop on March 17, 2018 in Senegal, bringing together participants from the public and private sectors, the University of Gaston Berger Incubation Center, research institutions, and NGOs. The meeting provided an opportunity for DASP to meet and gather information from representatives from about 20 agro-industry businesses and to identify the constraints, challenge, and opportunities for the creation of a favorable agri-business climate in Senegal.
- **Support to the West African Regional Mango Alliance (WARMA) to Plan and Organize Its Activities.** In June 2018, Africa Lead supported the visit of the Vice-President of the WARMA, Moctar Fofana, and his counterparts from the Senegalese Mango Value Chain Inter-professional Organization (IAMS) to carry out preparatory activities towards the organization of the WARMA General Assembly. The team met with personnel from IAMS and the Ministry of Trade and attended meetings with the Senegal Minister of Agriculture and the Secretary General of the Ministry of Commerce, both of whom reiterated their support to the sector at the national and regional level. Later, on September 27, 2018, Africa Lead, in collaboration with Senegal's Ministry of Commerce, Informal Sector, Consumer Affairs, and Small and Medium-Sized Enterprises, supported the organization of the first Constituent General Assembly of the WARMA. Thirty two participants attended the event that took place in Dakar. Eight (8) member countries including Burkina Faso, Côte d'Ivoire, The Gambia, Ghana, the Republic of Guinea, Guinea-Bissau, Mali, and Senegal, nominated two representatives from the public and private sectors to attend the event. Participants at the meeting validated the WARMA constitutional rules and procedures, elected the permanent Executive Board, and developed a roadmap identifying priority actions to implement.
- **Support to the Ministry of Trade to Coordinate Trade Africa Activities.** For the third time in a row, Africa Lead supported the Senegalese Ministry of Trade and the Trade Africa Steering Committee Meeting, attended by 19 participants on December 6, 2017. Trade Africa organized the event to report on the status of implementation of the organization's activities in Senegal in areas such as trade facilitation, removal of technical barriers to trade, sanitary and phytosanitary measures, and approaches to improve competitiveness. Africa Lead further supported the Ministry to organize a policy validation workshop for its national strategy policy, the "Lettre de Politique Sectorielle de Developpement" (LPSD). Following the workshop, the ministry shared the document, collected participants' inputs, and validated the five-year national strategy policy document. Africa Lead additionally organized a Strategic Development and Team



Building workshop to support the Ministry to implement its strategic plan that was 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.

- **Facilitation of the Bureau Opérationnel de Suivi (BOS) du Plan Sénégal Emergent (PSE) Team-Building Workshop and Annual Review and Planning Workshop.** Africa Lead facilitated a team-building workshop for the BOS/PSE from November 16 to 18, 2017, bringing together 30 employees from the institution to focus on BOS's renewed vision and core values, the team's motivation strategy, internal and team cohesion. In addition, for the fourth time Africa Lead facilitated the BOS/PSE Annual review and 2018 work planning workshop from December 18 to 20, 2017, bringing together more than 220 participants representing government and the private sector. Recommendations include the need to strengthen the capacities of task forces, organize timely semi-annual reviews to compensate for deficiencies, create thematic working groups to share implementation experiences, and improve financial support for the reforms. Finally, BOS and the head of the Accelerated Land Availability" division, a flagship reform in the Emergent Senegal Plan (PSE), organized a workshop for actors working in the land sector in Senegal. Twenty-eight participants attended the meeting that took place from September 13-14, 2018 and updated stakeholders on the state of progress on land reform, including the need to have better ownership through the use of land management tools such as Numero d'Identification Cadastral (NICAD) by all actors in land, planning, and public sectors.
- **Support in the Establishment and Implementation of an Internship Program for the Institute of Agriculture and Entrepreneurship of University Cheikh Anta Diop (ISAE/UCAD) of Dakar.** Building on the integration of Africa Lead's flagship Champions for Change Leadership course into the core accredited curriculum of ISAE/UCAD, Africa Lead has supported the development and implementation of a 10-week student internship program. To roll out the program, Africa Lead coordinated the signing of agreement between the university and private agro-industrial enterprises and farms established across the country. From the inaugural cohort of 60 students, 28 students comprising 20 males and eight females completed their internship program in October 2018. Eighteen interns including nine males and nine females who are currently assigned to various organizations will complete their internship in December 2018; the remaining 14 students will commence internships during this current semester.
- **Leadership and Management Training for Staff from the Cellule de Lutte contre la Malnutrition (CLM).** Africa Lead delivered two leadership and management trainings for 42 executive CLM staff following the validation of the government multi-sectorial plan for nutrition. Through the workshop, participants strengthened their leadership and management skills and subsequently established individual development plans to be discussed and implemented with support from their supervisors.
- **Support to the Ministry of Agriculture and Rural Equipment to Establish a Knowledge Management (KM) and Communications System and to Organize a Joint Sector Review Meeting.** Africa Lead started to set up the KM and

communications system for the MAER. The KM and Communication Advisor assigned to MAER facilitated the process of developing a monitoring and evaluation (M&E) platform for sharing and monitoring the flow of data and updating the MAER website (<http://www.agriculture.gouv.sn/>), which will enable better sharing and dissemination of information and easy access to databases within the ministry. The Advisor also helped the ministry to develop a mobile application expected to link the M&E platform to the storage platform, which will enable more efficient transfer of data and information. Africa Lead also helped organize and facilitate the third JSR on October 26, 2017 in Dakar. The JSR, chaired by the MAER, brought together more than 200 participants with high-level representation from stakeholders from donors, civil society representatives, and the private sector – especially women working in the rice and mango value chains.

- **Support in the Development and Integration of the National Agriculture Investment Plan (NAIP 2.0) in the Senegal Agricultural Sector.** Africa Lead co-organized a three-day NAIP 2.0 Institutional Architecture (IA) Assessment workshop with the Ministère de l'Agriculture et de l'Équipement Rural / Direction de l'Analyse, de la Prévision et des Statistiques Agricoles (MAER/DAPSA) from May 29-31 2018, bringing together 46 representatives from the government, private sector, civil society, research institutions, and donor project partners. The workshop is part of a pilot series aimed at testing and refining the USAID Bureau of Food Security's Institutional Architecture (IA) Diagnostic Tool to serve as a framework for analyzing a country's capacity to undertake food security policy change. In addition, Africa Lead supported the Groupe de Dialogue Social et Politique (GDSP) to publish its [contributions to Senegal's new National Agricultural Investment Plan \(the NAIP 2.0\)](#).
- **Support to the UNACOIS Workshop on Contracting.** The Senegalese national union of traders and manufacturers (UNACOIS) is modernizing its activities in order to improve its services to its members. Africa Lead supported UNACOIS to organize a sensitization workshop to share and disseminate a successful contracting model in the cereal sector on March 29, 2018. Seventy-two individuals, with a large representation of women working mainly in agriculture, commerce and distribution sectors participated in the event. The workshop enabled participants to better understand the contracting approach for the union and its benefits to the various stakeholders. Ultimately this mechanism will help members of UNACOIS increase their investments in agriculture and promote public-private partnerships to develop the agricultural value chain.
- **Champions for Change (C4C) Leadership Short Courses to the Mouvement Sénégalais pour le Développement (MSD).** Africa Lead supported the MSD through the delivery of four C4C leadership short courses to various members of the organization across the country from April to July 2018. MSD is a farmer organization with about 315 000 members across the country engaged in the production, processing, and marketing of agricultural products. The trainings developed participants' capacity in areas such as leading and managing change, strategic thinking and planning, advocacy and stakeholder analysis. Africa Lead delivered the workshops in Wolof and Pular; the national languages in Senegal. A total of 156 participants from Northern, Central, South and Southeastern regions including 80 women, participated in the training. The fourth and final workshop, which was for women MSD leaders, occurred in Kaolack.



- **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, with the ultimate goal of helping the ministry better define the guidelines and reference procedures that will enable the delivery of quality public services 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. Africa Lead further supported the Ministry to develop a Manual for Administrative, Financial, and Accounting Procedures. Twenty two staff representing the Accounting and Finance Units, directorates and six agencies of the Ministry met to validate the manual on August 30, 2018.

Leveraging Partnerships

- **BOS Team-building Retreat.** Africa Lead leveraged BOS contributions in the form of participant lodging costs for \$20,297.
- **BOS Annual Review and Planning Workshop.** Africa Lead leveraged partner contributions in the form of BOS staff labor costs for \$2,885.
- **FY17 Joint Sector Review.** Africa Lead leveraged Ministry of Agriculture contributions in the form of LOE for two assistants who ensured secretariat services during the JSR Global Meeting and three other staff members for participant registration.
- **UNACOIS Sensitization Workshop on Contracting in the cereal Sector.** Africa Lead leveraged partner contributions in the form of labor costs and ODCs for \$842.
- **C4C Training for MSD staff and leaders.** Africa Lead leveraged funding in participant LOE, transportation, and M&IE for \$9,351.
- **FY18 JSR Document Elaboration Retreat.** Africa Lead leveraged funding for participant transportation for \$2,109.
- **Sharing and Validation Workshop of the DASP M&E Manual.** DASP covered its staff labor costs and conference room, totaling \$772.98.
- **Consultative Workshop with the Agro-Industries Communities and the University Gaston Berger of Saint Louis.** DASP covered travel costs of seven staff members.
- **Teambuilding Workshop for the Ministry of Trade.** Africa Lead leveraged partner contributions in the form of 24 participant travel costs totaling \$1,145.05.
- **Validation Workshop of the Ministry of Trade Policy Document.** Africa Lead leveraged partner contribution in the form of travel costs for 120 participants, totaling \$1,142.86.
- **Trade Africa Steering Committee Meeting in Senegal.** Africa Lead leveraged partner contributions in the form of staff labor costs, totaling \$549.44.

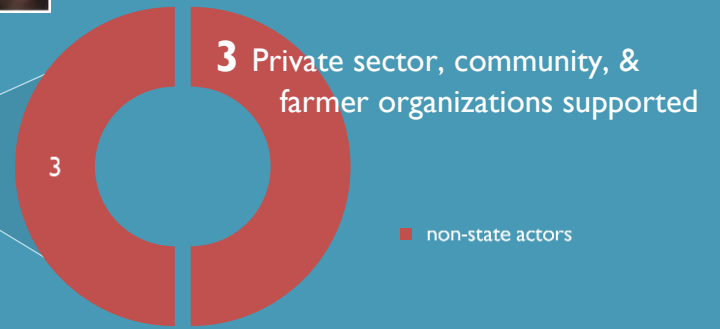


SOMALIA

Year in Review | Fiscal Year 2018



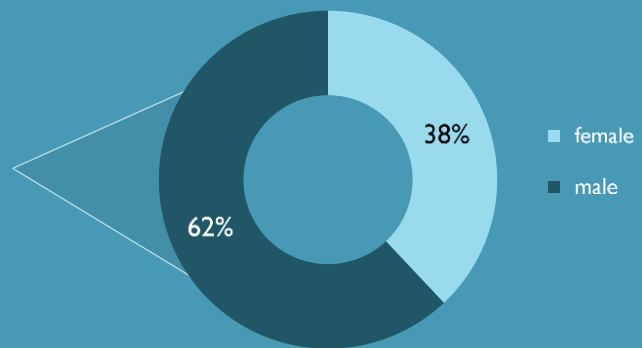
6 organizations supported



2 food security events



34 individuals engaged in food security policies or programs



Activity Overview

- **Facilitation of a Meeting to Introduce New Somalia Resilience Approach to Partners.** In FY18 USAID Somalia decided to further explore possibilities for layering, integrating, and sequencing humanitarian and development efforts with the goal of building the resilience of Somali communities, and determined the need to develop a similar resilience partnership for its implementing partners. Africa Lead facilitated an introductory meeting for 47 participants comprising USAID Somalia staff and implementing partner to introduce them to the new Somalia Resilience Approach, get buy-in from partners, and identify opportunities for collaboration and partnership.

As a follow-up to this introductory meeting, Africa Lead then facilitated an information-gathering exercise to map out U.S. Government investments in the Bay and Bakool regions of Somalia and assess previous and existing collaboration efforts by USAID's implementing partners. The process was undertaken from June – July 2018, and data collected was also input in USAID's Geographic Information System (GIS). Africa Lead will conduct another data collection exercise to provide more accurate data regarding USAID investments in the region in the next quarter.

- **Facilitation of the USAID Somalia Technical Partners' Meeting.** Africa Lead facilitated a USAID Somalia Technical Partners meeting for USAID Somalia staff and USAID implementing partners in the Bay and Bakool regions of Somalia in July 2018. The overall objective of the meeting was to further develop commitments by both USAID and its implementing partners to the Somalia Resilience Approach, and to maximize collective impact through collaboration, learning, and adaptation in the Bay and Bakool regions. The meeting resulted in the joint development of a partnership vision statement, terms of reference, and three-month action plan. In the next quarter, Africa Lead will facilitate technical partner meetings on a bi-monthly basis and will facilitate monthly field-level meetings to bring locally-based staff on board.
- **Development of Concept Paper for the Somalia Resilience Approach Partnership.** Africa Lead supported USAID in Q4 to develop a concept paper for the USAID Somalia Resilience Approach. The concept paper is for USAID's internal use and is intended to foster buy-in and a common understanding of the Somalia Resilience Approach within different USAID offices. The concept note was developed based on input and feedback from implementing partners shared during the introductory and technical partner meetings. The concept paper provides the foundation and basis of the partnership and will also serve as an orientation tool within USAID.

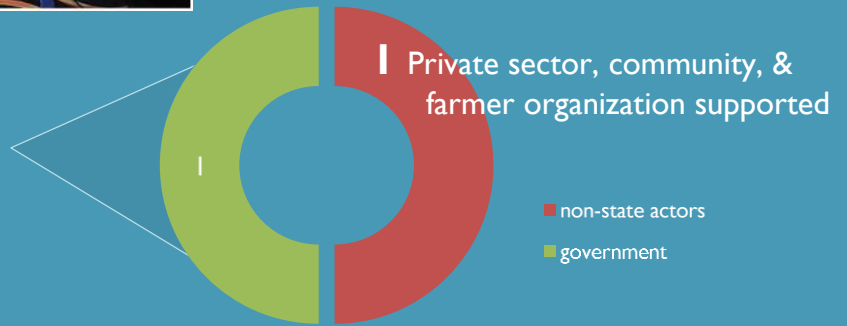


TANZANIA

Year in Review | Fiscal Year 2018



2 organizations supported



3 Organizations
68 Individuals

} applying improved practices as a direct result of AL support

KEY PARTNERS - FY2018



Government Ministry of Agriculture Livestock and Fisheries (MALF), President's Office Regional Administration and Local Government Authorities (PO-RALG)



Private Sector Tanzania Private Sector Foundation (TPSF)

Africa Lead Support

- Coaching and Mentoring
- Inclusive Policy Dialogue
- Policy Facilitation
- Technical Assistance

Activity Overview

- **Filming of *Kumekucha Film 2*.** As part of Africa Lead’s multimedia programming in Tanzania, subcontractor Media for Development International (MFDI) completed the filming of *Kumekucha Film 2* in Arusha, Tanzania in 2018. The film focused on women’s empowerment in agriculture and agribusiness with the objective of inspiring women and youth to enter agricultural and agribusiness in Tanzania. The premiere event for the film was held in March 2018 and attracted more than 150 people from the media, private sector, non-state actors (NSAs), and the Government of Tanzania. Following the premiere, MFDI broadcast the film on several regional and national media channels across Tanzania and distributed 5,000 DVDs and posters to established video libraries/bandas that are part of the Tanzania Video Library Association (TVLA) in Iringa, Mbeya, and Morogoro.
- **Continued Recognition of *Kumekucha: TUNU*.** The film *Kumekucha: TUNU*, which Africa Lead supported in FY2017, 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 also exhibited its media activities, including the *Kumekucha* film at USAID’s Youth as Partners in Innovation and Development Event in Washington, and continues to discuss and hopes to resolve the 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 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.
- **Support for NSA Engagement in Tanzania Agriculture Policy-Making.** Africa Lead provided coaching and technical assistance support to the Policy Analyst at Tanzania Private Sector Foundation (TPSF) throughout FY18. The Policy Analyst is instrumental in supporting the coordination of the Partnership Accountability Committee (PAC) of Non-State Actors (NSAs) in Tanzania as the Secretariat, including leading working groups, communications, and engagements. As a result of Africa Lead support, PAC coordination and planning has improved, including that in February 2018, the PAC met



and developed recommendations in the areas of horticulture and manufacturing for amendments to the Finance Act 2016.

- **Support to the Policy Analysis Group.** Africa Lead's inclusive policy consultant oversaw the completion of a Policy Analysis Group (PAG) Guidelines document following the Annual Agricultural Policy Conference (AAPC) in February 2018 that provides an overview and instructions on PAG activities, membership, and organizational objectives. The guidelines and a work plan for rolling out the guidelines were completed in Q2 and are now being used to facilitate partnership engagement and action among the PAG.
- **Technical Support for Youth Entrepreneurs.** Africa Lead provided technical advisory services in FY18 through two technical experts to six Young African Leadership Initiative (YALI) alumni entrepreneurs that USAID/Tanzania (along with the U.S. Embassy in Tanzania) requested that Africa Lead support. Africa Lead supported the youth entrepreneurs to develop sustainability plans, identify funding and partnership opportunities, and led business trainings in financial management, strategic planning, and marketing and communications. Africa Lead also supported 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. In addition, Africa Lead facilitated investment meetings between entrepreneurs and the Tanzania Agricultural Development Bank (TADB), resulting in one agribusiness entrepreneur receiving a business loan of \$250,000 to expand his poultry farm operation.

Annex A. Performance Indicator Tracking Table (PITT)

#	Indicator Type	Indicator	FY18 achieved by quarter				FY18 (Y5) Achieved	FY18 (Y5) Target (Rev) ¹	FY18 (Y5) Target (Old)	LOP achieved	LOP ² Target (Rev)
			Q1	Q2	Q3	Q4					
Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs											
1.1	Output (EG.3-2)	Number of individuals participating in USG food security programs	985	645	426	362	2,419	2,231	1,035	21,594	22,509
		% Women	35%	38%	32%	32%	35%	35%	35%	39%	40%
Deviation narrative: Achieved result is higher than target due to higher participation than projected in several Kenya, Senegal, East Africa Regional and Somalia activities.											
1.2	Output (EG.3.2-1)	Number of individuals receiving USG-supported short-term agricultural sector productivity or food security training	59	121	112	35	323	358	955	6,161	6,336
		% Women	31%	51%	36%	100%	44%	35%	35%	56%	55%
Deviation narrative: Higher percentage of women at the LOP level due to large training numbers in Ghana during FY17, and several training events for women's groups in FY18.											
1.3	Outcome (EG.3.2-24)	Number of individuals in the agriculture system who have applied improved	N/A	N/A	N/A	N/A	235	335	478	798	898

¹ Africa Lead has updated targets based on new funding levels for FY18 and the project's extension through FY19. Africa Lead will submit a revised Performance Monitoring, Evaluation and Learning Plan (PMELP) incorporating these updates in early FY19.

² The revised LOP targets include targets for FY19. These targets will be presented in detail in the revised PMELP.



		management practices or technologies with USG assistance									
		% Women					21%	35%		-	35%
<p>Deviation narrative: Due to limited project resources, Africa Lead conducts this data collection through online surveys only. While we do find considerable evidence of behavior change in the data, the response rate (roughly 10%) to our online surveys generates lower numbers than expected relative to our overall individual participation numbers (indicator 1.1 above). For this reason, we are adjusting our target to 15% of the total number of participants in the year. We are disappointed to see lower percent of women than expected. We plan to investigate the cause of this so that we can learn and adapt accordingly.</p>											
1.4	Output	Number of organizations receiving targeted assistance to build their capacity and/or enhance their organizational functions	40	9	11	11	68	68	15	144	177
1.5	Outcome	Percentage of institutions/organizations benefitting from targeted Africa Lead II capacity building activities that apply improved practices	N/A	N/A	N/A	N/A	92%	85%	85%	95%	90%
1.6	Output	Number of organizations/institutions benefitting directly and indirectly from Africa Lead II programming	535	156	135	72	912	1,016	43	5,260	5,745
<p>Deviation narrative: We are under target because we have a number of indirect beneficiary organizations that we have not incorporated into our data as of the time of this report. We plan to do so early in FY19.</p>											
<p>Intermediate Result 2: Enhanced capacity to manage policy change and reform across Africa</p>											
2.1	Output	Number of knowledge products generated with support from Africa Lead II	17	13	12	28	70	65	10	203	244
2.2	Output	Number of events supported by Africa Lead to improve institutional effectiveness of food security actors in managing agricultural transformation across Africa	19	26	23	23	92	78	15	614	652
2.3	Output/ Outcome (EG.3.1-12)	Number of agricultural enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case Stage 1: Analyzed; Stage 2: Drafted and presented for public/stakeholder consultation; Stage 3: Presented for legislation/decreed; Stage 4: Passed/approved; Stage 5: Passed for which implementation has begun	N/A	N/A	N/A	N/A	8	13	13	55	60

Deviation narrative: We are under target for this indicator because we are using the new institutional architecture milestone indicator below to capture our other contributions to policy change.											
2.4	Outcome (EG.3.1-d)	Number of milestones in improved institutional architecture for food security policy achieved with USG support	N/A	N/A	N/A	N/A	21 ³	17	N/A	21	27
Intermediate Result 3: More inclusive development and implementation of agriculture and food security policies and programs, through greater engagement of NSAs											
3.1	Output (EG.3.2-4)	Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	208	41	53	17	327 ⁴	304	279	1,849	1,954
3.2	Outcome (EG.3.2-20)	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations, and CBOs that apply improved technologies or management practices as a result of USG assistance	N/A	N/A	N/A	N/A	34	34	24	68	86
3.3	Outcome	Percentage of NSAs that report satisfaction with their participation in mutual accountability activities supported by Africa Lead	N/A	N/A	N/A	N/A	N/A ⁵	N/A	65%	N/A	65%
3.4	Outcome	Number of participants attending events to support greater engagement of NSAs in agricultural development and implementation	489	288	212	92	1,081	780	259	1,642	2,017
		% Women	43%	48%	29%	50%	42%	35%	35%	41%	41%
Deviation narrative: We surpassed our aggregate project target (of 35% of total participants) due to several large events (i.e. JSR in Senegal).											

³ Africa Lead is piloting this indicator to learn about the best methods for data collection, analysis and the utility for USAID. We plan to include a project-specific PIRS in the revised PMELP in FY19 based on this learning.

⁴ The annual total is higher than the sum of quarterly results due to delayed data entry for grantee events in Ghana.

⁵ Africa Lead will report on this indicator in the final report.



Annex B. Policy Progress Summary Table

Buy-in	Policy or Reform Area	Stage 1 (Analysis)	Stage 2 (Consultation)	Stage 3 (Drafting or Revision)	Stage 4 (Approval)	Stage 5 (Implementation)
National Agriculture Investment Plans						
BFS	Malawi National Agriculture Investment Plan		1			
BFS	Ghana National Agriculture Investment Plan		1			
BFS	COMESA Regional Agriculture Investment Plan		1			
BFS, Guinea	Guinea National Agriculture Investment Plan	1	1			
BFS, Kenya	Kenya National Agriculture Investment Plan	1	1	1		
BFS, Senegal	Senegal National Agriculture Investment Plan	1	1	1		
East Africa	COMESA Seed Harmonization Implementation Plan (COMSHIP)	1	1			1
Tanzania	Tanzania National Agriculture Investment Plan (ASDP-II)	1	1	1		

Annex C. FY18 Institutional Architecture Milestones Achieved for USAID/Kenya

Milestone #1 achieved: Joint Agriculture Inter-Governmental Secretariat (JAS-IGS) is functional and is serving as an effective coordination platform between national and subnational level to ensure that agricultural programs, project, policies are harmonized. Through the JAS-IGS, both levels of government were engaged to develop Kenya's Agriculture Sector Transformation and Growth Strategy (ASTGS) and the National Agriculture Investment Plan (NAIP).

Disaggregation: national, subnational

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Learning	Evidence
2	<ul style="list-style-type: none"> ▪ Team building workshop to stimulate team-building and inter-disciplinary coordination ▪ Provision of a Technical Advisor, who played a key role in formation of JASCCM ▪ Private sector consultative workshop on development of ASTGS in 	The JAS-IGS enhances a shared vision and open communication between national and subnational levels of government for food security policy making	Ministry of Agriculture, Livestock and Fisheries (MoALF) and Council of Governors (CoG)	<ul style="list-style-type: none"> ▪ Key informants from JAS-IGS mentioned that it would be useful for Africa Lead to provide additional training to counties and national government on policy domestication and formulation; Another noted it would be useful for Africa Lead to facilitate exchange visits and learning tours. ▪ Africa Lead has ongoing concerns that Kenya MoALF 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. 	<ul style="list-style-type: none"> ▪ AL conducted follow up with JAS-IGS for feedback on the results achieved during the reporting period. According to one key informant, thanks to Africa Lead support, "there is evidence in increased openness, trust, appreciation, team cohesion and a more participatory approach to issues and team work." In addition, the same individual noted that "the team now holds regular and timely meetings that address any current issues." ▪ Attach draft ASTGS and NAIP



	December 2017				
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Milestone #2: The Agricultural Council of Kenya (AgCK) performed the following key functions as an apex body to facilitate high levels of participation from private sector value chain actors, youth and farmer groups in Kenya’s NAIP/ASTGS development process: coordinating NSA at various levels, organizing them along specific value chain segments, gathering feedback on relevant issues, representing them to communicate their needs and priorities. Performing these key roles in the policy reform system demonstrates that AgCK has improved capacity to serve as a functional non-state actor apex organization at the national level.

Disaggregation: national

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Learning	Evidence
3	<ul style="list-style-type: none"> ▪ Support to facilitate value chain stakeholder forums in tea, sugar, cotton, coffee, beef and aquaculture ▪ Support to AgCK to conduct a membership drive ▪ Support for policy dialogue workshops for youth in agribusiness, agro-dealers and research and academia ▪ Support for AgCK’s chairman to participate in various CAADP meetings at local and regional level ▪ Support to participate in the National Potato Council of Kenya (NPCK) conference, Kenya small scale farmer’s forum for planning and budgeting ▪ Support for AgCK to develop a business plan and a resource mobilization strategy, led 	Inclusive and constructive dialogue between NSA and government improves transparency, accountability and participation in the development and implementation of food security policies and programs.	AgCK and its members, MoALF	<ul style="list-style-type: none"> ▪ Technical support is a high priority for AgCK to be able to deliver value to members ▪ Through Africa Lead support, AgCK’s leadership has learned to separate “the political from organizational aspects of leadership and to be visionary.” ▪ Private sector partners entered in the latter part of the process to develop the NAIP/ASTGS and provided strong 	<ul style="list-style-type: none"> ▪ ASTGS/NAIP that includes input and contribution from NSA, in particular the private sector and youth representatives, is validated by the private sector. The ASTGS includes flagship initiatives for the private sector and co-designed public-private-partnership (PPP) arrangements for implementation ▪ AL conducted follow up with AgCK for feedback on the results achieved during the reporting period. According to one key informant, thanks to Africa Lead support, “AgCK has grown from a loose network to a fully functional organization.” ▪ AgCK’s membership increased from 13 organizations to 21 organizations representing more than 2.8 million farmers and other stakeholders in Kenya.

	consultations with member organizations, and co-designed an institutional sustainability strategy and invitation of mentorship for resource mobilization			support to revise the strategy to make it more evidence-based. However further sensitization and domestication is now needed at the national and county level.	<ul style="list-style-type: none"> Attach draft ASTGS and NAIP
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Milestone #3: The Agriculture Rural Development Donor Group (ARDDG) developed a donor investment mapping tool, which mapped all donor investments in the agricultural sector against the various Government of Kenya (GoK) agriculture priorities. This is improving the delivery of needs-based assistance and donor alignment to country priorities. The ARDDG is now serving as a functional and effective platform to enhance a shared vision, trust and open communication between government and donors on food security priorities.

Disaggregation: national, subnational

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Learning	Evidence
6	<ul style="list-style-type: none"> Africa Lead facilitated a joint commitment by ARDDG members to share programmatic results and best practices, as well as improve coordination and forecasting. Africa Lead facilitated a donor mapping exercise of all donor investments in the agricultural sector for the ARDDG against the various Government of Kenya (GoK) agriculture priorities. Africa Lead provided regular updates of the donor investment mapping and strengthened sector coordination through technical and operational investments to the Joint Agricultural Secretariat (JAS). 	Improved platforms for donor coordination lead to more efficiency, better alignment and trust between donor partners and the government to implement food security priorities. The ARDDG has strengthened complementarity and synergies among donors in	Members of the ARDDG, members of the ASAL donor group	<p>The success of the ARD Donor Mapping Tool developed by Africa Lead led to the decision by the ASAL Donor Group to develop a similar mapping tool.</p> <p>ARDDG members noted that it would be helpful if AL's scope could be expanded to include research and analytic support.</p> <p>One other key informant also noted that it would be helpful to broaden the</p>	<p>Link to the donor mapping tool provides evidence this milestone has been achieved.</p> <p>Africa Lead conducted follow up with the ARDDG members for feedback on the results achieved during the reporting period. Key informants mentioned the following evidence the milestone has been achieved:</p> <ul style="list-style-type: none"> GDZ/GiZ: "More resource allocation to Agricultural Sector in Counties through better CIDPs. Better intergovernmental coordination through JASSCOM" USAID: "Establishment of the JASSCOM mechanism between



	<ul style="list-style-type: none"> Africa Lead also established linkages with CAADP's Regional Donor Coordination office to support increased collaboration between Kenya and African Union Commission (AUC) leadership. 	the financing of Kenya's NAIP.		partnership base to include key stakeholders especially private sector actors.	<p>national and county governments"</p> <ul style="list-style-type: none"> USAID: "ongoing socialization of the ASTGS" IFAD: "There is greater sense of close collaboration and dialogue between national and county governments through the JASCCOM"
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Milestone #4: Improved platforms for joint planning and coordination for resilience priorities has been established at national and county levels through the Partnership for Economic Growth and Resilience (PREG) partnership. This is leading to improved efficiency, better alignment and trust between government and donors to implement resilience priorities.

Disaggregation: national, sub-national

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Learning	Evidence
6	<ul style="list-style-type: none"> The Partnership for Economic Growth and Resilience facilitated a series of Joint Work Planning and Team Building Workshops for seven counties: Baringo, Samburu, Turkana, Marsabit, Garissa, Wajir, and Isiolo for 97 participants including PREG partners, county government officials, and National Drought Management Authority (NDMA). Africa Lead provided technical support to the National Drought Management Authority (NDMA) for the development of its Strategic Plan (2018-2022), which has since been validated and presented to key stakeholders including EDE Pillar 	Improved platforms for coordination lead to more efficiency, better alignment and trust between donor partners and the government to implement resilience priorities.	Members of the PREG, NDMA, members of the ASAL donor group	<ul style="list-style-type: none"> The success of the ARD Donor Mapping Tool developed by Africa Lead led to the decision by the ASAL Donor Group to develop a similar mapping tool. Donor investments in ASAL areas were 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. To build on the successes of the first phase of joint work planning workshops 	<ul style="list-style-type: none"> AL conducted follow up with the ASAL donor group members for feedback on the results achieved during the reporting period. According to one key informant from USAID, "mainstreaming of joint planning at national and county levels" provides evidence that the milestone has been achieved. Link to the donor mapping tool provides evidence that this milestone has been achieved.

	<p>group members, cooperating partners, donor groups, and NGOs.</p> <ul style="list-style-type: none"> ▪ AL provided backbone support to the PREG partnership. ▪ Africa Lead also supported NDMA's annual work planning and budgeting processes through a five-day workshop held in Q3 that was attended by all NDMA Directors, Managers, County Drought Coordinators, Project Coordinators, and Monitoring and Evaluation Officers from all NDMA projects. ▪ Africa Lead facilitated the County Leads and Deputies Transformational Leadership Training in Nairobi in Q2. Seven PREG counties (Wajir, Garissa, Turkana, Marsabit, Isiolo, Samburu and Baringo) were represented during the training session, which aimed at equipping PREG county leadership with the skills to more effectively coordinate activities with local partners, county governments, and the national PREG Secretariat. 			<p>held in FY17, Africa Lead designed a learning curriculum to track the progress of implementation of action items listed in the respective county work plans developed in FY17. The county workshops balanced core knowledge with interactive, experiential learning, and resulted in the development of refined joint work plans to improve coordination.</p> <ul style="list-style-type: none"> ▪ Following the county workshops, Africa Lead facilitated a joint work planning workshop at the national level between USAID, implementing partners, and NDMA in July 2018, which resulted in the development of a FY19 work plan for the national-level PREG Secretariat. ▪ In FY19, Africa Lead plans to conduct joint follow-up visits in the counties to monitor progress in implementation of the work plans. 	
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Annex D. FY18 Institutional Architecture Milestones Achieved for Bureau for Food Security

Milestone #1 achieved: The CAADP Nonstate Actors Coalition is serving as a moderately effective platform to collectively engage nonstate actors in CAADP processes at the continental level and to raise the awareness of the importance of participation of non-government stakeholders in agricultural development and food security policy reform. While the capacity of the CNC remains limited to perform key roles in the CAADP system as a functional non-state actor apex organization at the continental level, the recent Biennial Review represented a significant milestone for the CNC to play an influential role in generating awareness and opportunity for NSA top participate in the exercise.

Disaggregation: Continental level

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Learning	Evidence
3	Africa Lead provides organization development support to the CNC Secretariat and coordination support for program activities via a grant to Agency for Cooperation and Research in Development (ACORD), which serves as host for the CNC. Africa Lead conducted an online survey followed by key informant interviews to better understand the perceived value of the CNC. Invitations for the survey were sent out to 250 CNC participants/members and some 75 development partners. In addition, messages circulated via Africa Lead social media, USAID	Inclusive and constructive dialogue between NSA and government improves transparency, accountability and participation in the development and implementation of food security policies and programs. As a continental apex body, the CNC can improve IA at various levels by facilitate high levels of participation from NSA in the policy reform process to	CNC Secretariat, members of the CNC's Governing Council, national-level NSA members	The feedback exercise generated several important lessons learned that will be It is important to note various statements around the role of CNC Coordinator, which would warrant some evaluation of the overall ToR and approach. For example: "I believe that the role of the Coordinator is to help set up systems and structure hence help create strong coalition leadership that can articulate its issues and represent members. It should not be that CNC Coordinator is the	Africa Lead conducted a feedback survey to better understand the perceived value of the CNC in terms of governance and effectiveness, progress to date, and influence on CAADP process. Some of the key findings from the survey indicate that: CNC participants & members have seen moderate to significant progress so far towards the three CNC strategic objectives, with about 3/4 of participants and members see progress in attaining the three objectives. This seems strong, positive feedback from its members on the momentum created by CNC.

	<p>mailing lists, and among members of the CAADP Development Partners Coordination Group (DPCG). AL received a total of 58 completed surveys (both English and French): 36 from participants/members; 22 from development partners.</p>	<p>articulate their needs and priorities.</p>		<p>one “representing” non-state actors and talking on their behalf. He should be operating behind the scene and let CNC members take leadership in their operations/activities instead of seizing the role of CNC representation and be the one introducing himself as CNC rep in meetings.”</p> <p>Lack of clarity and understanding of CNC’s mission by development partners is serious and something that must be addressed if CNC is going to be able to build trust and interest for future partnerships and funding: just over a third says they’re clear about CNC’s purpose and objectives, while less than 20% says they are clear about CNC’s structure and governance</p>	<p>Participants & members clearly noticed influence by CNC on CAADP processes. Some 45% considered CNC either moderately or highly influential at national level processes, 63% at regional, and 70% at continental CAADP processes.</p> <p>For donors/development partners, the numbers are also skewed towards continental influence, but consistently and significantly lower: 9%, 18%, 24% respectively for national, regional and continental influence. Some 40-50% of development partners perceive none or only slight influence, while less than a quarter saying moderately to highly influential.</p> <p>According to one key informant during the feedback process, the CNC achieved the following milestone, “establishing a mechanism for NSAs to engage meaningfully in the CAADP process in a collective way at continental level, and in a more individual way at national level, especially around the biennial review.”</p> <p>Entebbe Accord attached</p> <p>CNC Survey attached</p>
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Milestone #2 achieved: With support from Africa Lead, the Kenyan Ministry of Agriculture and Irrigation (MoIA) piloted a participatory, multi-stakeholder self-assessment of the country’s institutional architecture and co-developed a prioritized action plan. The pilot raised awareness and generated demand for using the IA framework and conducting Joint Sector Reviews at county levels, which will strengthen alignment and coordination between national and subnational policy processes for agriculture.

Disaggregation: National, subnational level

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Learning	Evidence
2, 5	<ul style="list-style-type: none"> ▪ Africa Lead collaborated with the Kenyan Ministry of Agriculture and Irrigation (MoIA), the Joint Agriculture Sector Secretariat (JAS), and the Agriculture Council of Kenya (an apex NSA group) to organize the first pilot of the IA workshop and toolkit elements. ▪ The workshop brought together 70 stakeholders from government, the private sector, civil society, think tanks, research organizations and other development partners and resulted in a concrete action plan and a MoAI commitment to appoint a steering committee to follow-up on the Action plan and workshop recommendations. ▪ Africa Lead provided the facilitator and IA Toolkit materials, which were piloted at the workshop 	<p>This milestone improves IA in Policy Element 4 because structures at the county level for coordination and implementation of food security programs and policies are not clear. As a result, this milestone improves the capacity of local government authorities to implement and develop food security programs.</p>	<p>MoIA, JAS, and Council of Governors</p>	<p>-</p>	<ul style="list-style-type: none"> ▪ IA action plan attached ▪ Several counties are mobilizing resources to domesticate the IA framework and conduct Joint Sector Reviews at the county level

Milestone #3 achieved: With support from Africa Lead, Senegal’s Direction de l’Analyse de la Prevision et des Statistiques Agricoles (DAPSA) / Ministere de l’Agriculture et de l’Equipement Rural (MAER) piloted a participatory, multi-stakeholder self-assessment of the country’s institutional architecture and co-developed a prioritized action plan. The process strengthened open communication and improved collaboration between a multisectoral group of stakeholders, which will lead to efficiency, better alignment and trust to implement Senegal’s second generation National Agricultural Investment Plan (NAIP 2.0).

Disaggregation: National level

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Learning	Evidence
2, 5	<ul style="list-style-type: none"> ▪ Africa Lead co-organized a three-day National Agriculture Investment Plan (NAIP 2.0) workshop with DAPSA/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. ▪ Africa Lead provided the facilitator and IA Toolkit materials, which were piloted at the workshop 	This milestone improves IA because the capacity of DAPSA/MAER to coordinate with other government departments and agencies, as well as NSA will enhance a shared vision and open communication between government and NSA for implementation of the NAIP 2.0	DAPSA/MAER	-	<ul style="list-style-type: none"> ▪ IA action plan attached ▪ Several recommendations from the IA action plan were incorporated into the NAIP 2.0, which was validated. NAIP 2.0 is also attached ▪ 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 action planning process.



Milestone #4 achieved: With support from Africa Lead and the Agriculture Sector Policy and Institutional Reforms (ASPIRES) project, Tanzania’s Policy Analysis Group (PAG) piloted a participatory, multi-stakeholder self-assessment of the country’s institutional architecture and co-developed a prioritized action plan. The IA action plan was adopted for implementation by the PAG, which will strengthen the capacity of the PAG to serve as an effective coordination mechanism for agricultural policy reform in Tanzania.

Disaggregation: National level

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Evidence
3, 4	<p>In collaboration with the ASPIRES project, Africa Lead supported the IA workshop chaired by the PAG. Over 20 representatives of government-including the Ministry of Agriculture, Ministry of Livestock and Fisheries and Parliamentary Secretariat, civil society, and the private sector attended this three-day workshop.</p> <p>Africa Lead provided the facilitator and IA Toolkit materials, which were piloted at the workshop.</p>	<p>This milestone improves IA because the PAG is a platform for sharing information on policy research and activities to enhance coordination, collaboration and create synergy for improved policymaking in in the agricultural sector Tanzania.</p>	<p>PAG members, including stakeholders working in agricultural development projects and initiatives including NGOs, development projects, academia, and local policy think tanks.</p>	<p>The IA action plan was endorsed and adopted by the PAG for implementation</p> <p>Workshop report, including the IA action plan attached</p>

Milestone #5 achieved: With support from Africa Lead, the CAADP Development Partners Coordination Group (DPCG) is serving as an effective platform among Development Partners, international financial institutions, UN technical agencies, and research and technical partners to coordinate the implementation of the CAADP agenda. A functional donor coordination platform at the continental level that enhances a shared vision, accountability and open communication between government and donors on food security priorities will ensure that international aid donors provide funds and other forms of support to governments, NGOs, multilateral institutions, research institutions and others that encourage African agriculture transformation according to the CAADP agenda.

Disaggregation: Continental level

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Evidence
6	Africa Lead provided secretariat support services to the DPCG through Wasafiri Consulting	A functional donor coordination platform at the continental level that enhances a shared vision, accountability and open communication between government and donors on food security priorities will ensure that international aid donors provide funds and other forms of support to governments, NGOs, multilateral institutions, research institutions and others that encourage African agriculture transformation according to the CAADP agenda.	Members of the DPCG	<p>Several outcomes provide evidence that the DPCG has become a more effective platform since USAID assumed the role of chair. Some of these include:</p> <ul style="list-style-type: none"> ▪ The DPCG has organized in workstreams and coalesced around a DPCG Action Plan. ▪ Regular (monthly) DPCG coordination meetings ▪ Better communication and coordinated attendance of the DPCG at key events including AGRF, CAADP PP among others ▪ Development of an ODA indicator as part of donor accountability within the CAADP Biennial Review framework ▪ Significantly Africa Lead pushed for closer collaboration between the DPCG and AU, helping to develop a concept note and culminating in the decision to have regular (bi-monthly) coordination calls in addition to



				physical meetings. The first AU-DPCG coordination call was held in Oct 2018.
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Milestone #6 achieved: With Africa Lead support, the Sugar Campaign for Change (SUCAM) piloted an approach to improve public participation in planning and budgeting for food security and security projects at the subnational level in three counties in Kenya (Kakamega, Kisumu and Homa Bay). The Budget Action Group (BAG) is now functional in Kisumu and has improved the capacity of farmer-based nonstate actor groups to engage county level budgeting committees.

Disaggregation: Subnational level

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Evidence
3	<p>Africa Lead provided support to SUCAM to complete the following activities:</p> <ul style="list-style-type: none"> ▪ Profiling food and nutrition projects with specific focus on the status of financing, management, and marketing of agricultural activities ▪ Identifying smallholder farmers and training them on the official budget making process ▪ Formation of farmer Budget Action Group (BAGs) who are now equipped to engage county level budgeting committees 	<p>This milestone improves IA in Policy Element 3 because the BAG provides a functional platform for citizens and NSA to more effectively engage in agricultural policy and program development at the subnational level in Kenya</p>	<p>NSA and county governments in Kakamega, Kisumu and Homa Bay</p>	<p>According to the SUCAM final report, the BAG in Kisumu is now participating in the development of the County Annual Development Plan for FY19. SUCAM reports that “the Kisumu BAGs participated in 5 public forums and presented their proposals.”</p> <p>SUCAM Final Report attached.</p>

Milestone #7 achieved: With Africa Lead support, Open Institute piloted an approach to improve public participation in monitoring, implementing and planning for food security and nutrition projects at the subnational level in Nakuru County. An online portal with agricultural data from 4,000 households was launched and has improved the capacity of the Nakuru government to prioritize budget allocations for agricultural projects, as well as farmer-based nonstate actor groups to engage county-level planning.

Disaggregation:

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Evidence
3, 5	<p>Africa Lead provided support to Open Institute to complete the following activities:</p> <ul style="list-style-type: none"> ▪ Trained farmers in two locations within Kenya's Nakuru county in CAADP processes and 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. ▪ Through data fairs, Open Institute worked with the farmers in both locations to analyze, visualize and discuss the data, allowing the farmers to develop evidence-based priorities with which to engage county government. ▪ Developed a white paper “Increasing food supply and reducing hunger – how community data contributes to improved identification of farmers’ needs”. 	<p>This milestone improves IA in Policy Element 3 because the data portal improved the capacity of farmers and NSA to more effectively engage in agricultural policy and program development at the subnational level in Kenya.</p> <p>The milestone also improves IA in Policy Element 5 because it improves the capacity of subnational government to monitor agricultural programs using evidenced-based, citizen generated data.</p>	Farmer groups in Bahati and Kirima in Nakuru county, Nakuru county government	<ul style="list-style-type: none"> ▪ Farmers’ data collected from more than 4,000 households is now publicly available online (https://datalocal.info/farmersdata/) ▪ Farmers of Bahati and Kirima submitted a memo to the Governor of Nakuru county stating their priorities for upcoming budget decisions and county level planning, in which they share the online data portal with the Governor. ▪ Open Institute’s final report is attached.



Milestone #8 achieved: With Africa Lead support, the Agricultural Council of Kenya (AgCK) improved the capacity of its members to engage in policy dialogue on budgetary allocation and expenditure in the agricultural sector. By training members and extending the use of the NSA Advocacy and Consultation Tool (NSA-ACT), AgCK is strengthening the capacity of non-state actors (NSA) to play a constructive role in the policy reform system, which also enhances the performance of AgCK as a functional apex organization at the national level.

Disaggregation: National, subnational

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Evidence
3	<ul style="list-style-type: none"> ▪ Africa Lead supported AgCK to share and extend the use of the NSA Advocacy and Consultation Tool (NSA-ACT) to 15 NSA members, which will encourage effective policy dialogue on budgetary allocation and expenditures in the agricultural sector. ▪ AgCK held a workshop on the NSA-ACT and government budget process. 	<p>This milestone improves IA in Policy Element 3 because the NSA-ACT improved the capacity of farmers and NSA to more effectively engage in development and implementation of food security programs.</p>	<p>AgCK, relevant NSA members</p>	<p>Draft policy brief was developed for Nakuru county using NSA-ACT on budgetary allocation and expenditure to agriculture and its implication on agriculture development in the county. This brief will be validated with the Nakuru county government in FY19.</p>

Milestone #9 achieved: The Africa Union’s first inaugural Biennial Review was completed for the continent in January 2018, which provides a significant learning opportunity for to inform specific actions and recommendations for country level stakeholders. With Africa Lead support, the AU is collaborating with regional and country level stakeholders to ensure the BR findings are useful to trigger policy and programmatic responses within National Agriculture Investment Plans (NAIP) and other country-level processes.

Disaggregation: Continental, regional, national

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Learning	Evidence
6	<p>Africa Lead support has included contributions to: the process design; development of technical guidelines; training of BR trainers; training of country-level technical staff; and ongoing country-level coaching and facilitation support for six countries. Africa Lead was also involved in a significant number of continental and country-based post-BR dissemination and learning events.</p> <p>Africa Lead staff continue to sit in the Biennial Review Task Force which oversees the planning and implementation of the CAADP Malabo Biennial Review. This means that AL is able to provide strategic advice and support to Africa Union teams developing plans the usage of the 2018 BR report and strategy for the implementation of the 2020 BR.</p> <p>Africa Lead facilitated the third CAADP PS Leadership Retreat for Permanent Secretaries (PS’) and Directors-General of Agriculture, which included the Heads of Ministries of Agriculture in AU</p>	<p>The Biennial Review is an accountability and benchmarking milestones that serves to strengthen mutual accountability at continental, regional and national levels.</p>	<p>AUC, CNC, CAADP focal points, and other country-level stakeholders</p>	<ul style="list-style-type: none"> ▪ The need to link country-level planning systems (especially the NAIP) to the Biennial Review results and process – The BR is meant to trigger policy and programmatic responses. Where performance is poor (not on track), investments should be identified to help change course. ▪ The need to strengthen country-level data systems – The BR process showed just how poor the data systems were in countries. Missing data, low capacity for collection, analysis and interpretation, lack of coordination and limited funding were among the issues cited whenever data gaps were discussed. ▪ The need for better and wider communication of the BR to increase visibility – Communication should be tailored to different target groups, levels of complexity, 	<ul style="list-style-type: none"> ▪ Arica Lead is now collaborating with the AU to develop a Country Collaboration and Learning online platform to facilitate interactions (among countries) and to better link countries to technical resources, in particular related to the Biennial Review findings, learning and catalyzing change to implement recommendations at the country level. ▪ The “Africa Food Security Network” has been launched as a pilot, and currently has 38 members on the platform.



	<p>Member States and Representatives of Executive Secretaries of Regional Economic Communities. In this meeting, the <i>AL's plan to develop an online discussion and collaboration forum on the Biennial Review was endorsed by the Permanent Secretaries.</i></p>			<p>usability among other factors.</p> <ul style="list-style-type: none">▪ The potential for cross-country learning – Where some countries performed better than others, there was clear potential for sharing tools, information and expertise with other countries.▪ The need to continuously improve technical instruments, processes and indicators to make them more accurate, easier to use and interpret.	
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Annex E. FY18 Institutional Architecture Milestones Achieved for USAID/Senegal

Milestone #1 achieved: A strong and technically-robust Joint Sector Review (JSR) process was conducted in Senegal for the third consecutive year. Chaired by the Ministry of Agriculture and Rural Equipment (MAER), the JSR served as an effective platform for key stakeholders to review achievements of the previous year, critically assess challenges encountered across the agriculture sector, and to make recommendations for the upcoming year.

Disaggregation details: National level

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Learning	Evidence
6	Africa Lead also helped organize and facilitate the JSR	An effective, inclusive JSR serves as a functional feedback loop to stimulate and broaden the practice of benchmarking, mutual learning and harmonization of national development efforts related to food security. A JSR ensures mutual accountability between the government, donors and nonstate actors, such as private sector, research and civil society.	Ministère de l'Agriculture et de l'Équipement Rural / Direction de l'Analyse, de la Prévision et des Statistiques Agricoles MAER/DAPSA, including more than 200 participants with high-level representation from stakeholders from donors, civil society representatives, and the private sector	<ul style="list-style-type: none"> A highlight of this meeting was the plenary on local agricultural products and the need to increase the consumption of local products. Stakeholders at the event emphasized the importance of promoting the consumption of local agricultural products, the inclusion of women's contribution to the production, processing and marketing of local products and the maintenance of quality across the value chain. Participants also emphasized the need to improve the nutritional value of local products, develop a contracting scheme to better market local products and to improve research. 	Synthesis Report from JSR attached as supporting documentation



Milestone #2 achieved: Senegal’s second generation National Agriculture Investment Plan was developed and technically validated by the Ministry of Agriculture and Rural Equipment (MAER) with constructive input from producer groups and civil society actors. In particular, a functional platform organized and consolidated feedback from nonstate actors (NSA), articulated a coordinated proposal to contribute to monitoring the implementation of the NAIP 2.0 and defined the role they intend to play to influence policy change around water, land, forest, and fishing to ensure food security and sustainable development.

Disaggregation: national

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Evidence
2, 3	<ul style="list-style-type: none"> ▪ AL provided helped the Senegalese NAIP 2.0 National committee to: 1) collate the investment projects of the different sectoral ministries; 2) realize the overall cost of implementing the NAIP 2.0; 3) conduct an economic and financial analysis of the investment plan; and 4) establish the NAIP 2.0 results framework in relation to the regional framework. ▪ In collaboration with the Ministry of Agriculture and Rural Equipment (MAER), Africa Lead organized the three-day NAIP 2.0 Institutional Architecture workshop. The mandate of the workshop was to assess the capacity of the Government of Senegal and its key stakeholders involved in the agricultural sector to undertake the structural and policy changes needed to realize the goal of a transformed Senegalese agriculture sector and shared prosperity. ▪ AL provided support to Groupe de Dialogue Social et Politique (GDSP), which is a non-state actor group with a mandate to improve participation by 	<ul style="list-style-type: none"> ▪ Inclusive and constructive dialogue between NSA and government improves transparency, accountability and participation in the development and implementation of food security policies and programs. ▪ A well-articulated national agriculture investment plan that includes specific objectives, performance indicators, and targets across sectoral ministries will improve the capacity of the government to manage food security policy change. 	MAER, GDSP	<ul style="list-style-type: none"> ▪ The investment plan, which includes projects and programs, is valued at 2,465 billion CFA (approximately 4.482 billion USD) over the period 2018-2022 ▪ The GDSP published its contributions to Senegal’s new National Agricultural Investment Plan (attached as supporting documentation). ▪ GDSP also presented the proposal to a group of stakeholders representing the government, civil society, farmers’ organizations and donors (attached as supporting documentation). ▪ GDSP published and disseminated 2,000 copies of its strategy to stakeholders from the

	non-state actors in the implementation of CAADP in Senegal.			agriculture sector in Senegal.
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Milestone #3 achieved: The Bureau Operationnel de Suivi du Plan Senegal Emergent (BOS/PSE) is collecting and analyzing timely data from across Ministries to monitor specific and operational indicators for each PSE activity under implementation. Performing these key roles in the policy reform system demonstrates that BOS has improved capacity to serve as a functional feedback loop adaptive management and improved implementation of the PSE.

Disaggregation: national

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Evidence
4, 5	<ul style="list-style-type: none"> ▪ Africa Lead facilitated the Bureau Opérationnel de Suivi du Plan Sénégal Emergent (BOS)/Plan Sénégal Emergent (PSE) Team-Building Workshop that brought together 30 employees from the institution and focused on BOS's renewed vision and core values, the team's motivation strategy, internal and team cohesion. ▪ Africa Lead also facilitated the Annual Review workshop for BOS. This workshop facilitated participants to analyze progress on indicators for each of the 27 flagship projects and 17 key reforms, obstacles encountered, and propose corrective measures to overcome those obstacles. They also reviewed new indicators for flagship projects, key reforms for 2018, and the resources to be mobilized. 	<p>This milestone improves IA in Policy Element 4 because improved capacity to collect and analyze data will enable adaptive management and timely, evidence-based decision making. It improves IA in Policy Element 5 because BOS ensures that specific objectives, performance indicators, and targets improve PSE implementation across Ministries and departments.</p>	BOS	<ul style="list-style-type: none"> ▪ AL conducted follow up with BOS for feedback on the results achieved during the reporting period. According to one key informant, "BOS collects data from focal points within various ministries and implementing agencies in order to support decision making." ▪ According to the same key informant, the annual review workshop helped BOS "to validate the institutional architecture arrangements necessary in order to implement the PSE, which is an innovation."



Milestone #4: The first General Assembly of the West African Regional Mango Alliance (WARMA) was held, which included 32 participants representing public and private sectors from the eight countries in the region. Participants at the meeting validated the WARMA constitutional rules and procedures, elected the permanent Executive Board and developed a roadmap identifying priority actions to implement. The WARMA is serving as a function platform at the regional level in the West Africa for actors in the mango value chain to dialogue, coordinate and harmonize policy based on evidence-based recommendations and learning.

Disaggregation: regional

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Evidence
3, 4	<ul style="list-style-type: none"> ▪ AL supported the Ministry in organizing regional mango week, which was a big success and led to formation of West Africa Regional Mango Alliance ▪ Africa Lead supported the visit of the Vice-President of the West African Regional Mango Alliance (WARMA) and his counterparts from the Senegalese Mango Value Chain Inter-Professional Organization (IAMS) to carry out preparatory activities towards the organization of the WARMA General Assembly. ▪ Africa Lead, in collaboration with Senegal's Ministry of Commerce, Informal Sector, Consumer Affairs, and Small and Medium-Sized Enterprises, supported the organization of the first Constituent 	<ul style="list-style-type: none"> ▪ This milestone improves IA in Policy Element 3 because improved platforms for dialogue and consultation between government, private sector, and trade associations related to mango trade will strengthen the capacity of the policy system. ▪ This milestone improves IA in Policy Element 4 because the platform will improve the capacity of the stakeholders participating to analyze and utilize existing research and data for policy design/formulation and program recommendations 	Public and private sector stakeholders of WARMA from member countries including Burkina Faso, Côte d'Ivoire, The Gambia, Ghana, The Republic of Guinea, Guinea-Bissau, Mali, and Senegal; Ministry of Trade; IAMS; Ministry of Commerce, Informal Sector, Consumer Affairs, and Small and Medium-Sized Enterprises	<ul style="list-style-type: none"> ▪ AL conducted follow up with the Ministry of Commerce for feedback on the results achieved during the reporting period. According to one key informant, thanks to Africa Lead support "the Ministry is better able to engage in dialogue with the private sector." ▪ WARMA attached as supporting documentation.

	General Assembly of the WARMA.			
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Milestone #5 achieved: The Ministry of Agriculture and Rural Equipment (MAER) collectively endorsed recommendations provided by Africa Lead and began implementing an action plan to develop a monitoring and evaluation (M&E) and knowledge management platform to improve information sharing, communication and access to shared databases within the Ministry.

Disaggregation: national

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Evidence
4	<ul style="list-style-type: none"> ▪ AL provided technical assistance in knowledge management and communication to MAER to implement the recommendations and action plan developed from the evaluation ▪ AL provided the support to facilitate the process of developing a monitoring and evaluation (M&E) platform for MAER, including updating the MAER website 	This milestone improves IA in Policy Element 4 because an improved M&E and knowledge management capacity at MAER will ensure that evidence-based analysis is used to inform planning and improve implementation of food security policies and programs.	MAER	Action plan is attached as supporting documentation.



Milestone #6 achieved: Improved leadership and change management capacity enabled Cellule de Lutte contre la Malnutrition (CLM) to better coordinate with other government departments in the development of the second generation National Agriculture Investment Plan (NAIP). As a result of more effective intragovernmental, multisectoral coordination, the NAIP reflects now reflects both nutrition and agriculture priorities.

Disaggregation: national

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Evidence
2	<ul style="list-style-type: none"> ▪ Africa Lead delivered two leadership and management trainings for 42 executive staff of CLM, following the validation of the government multi-sectoral plan for nutrition. ▪ Africa Lead has also provided capacity building in strategic planning and team building workshops. 	<p>This milestone improves IA in Policy Element 2 because purposeful collaboration between nutrition and agriculture departments improves the capacity and effectiveness of the organizations and entities to initiate and develop food security policy and strengthens relationships among these entities. Improved multisectoral coordination leads to more efficiency, better alignment and trust to implement food security priorities.</p>	CLM staff	<ul style="list-style-type: none"> ▪ AL conducted follow up with CLM for feedback on the results achieved during the reporting period. According to one key informant, thanks to Africa Lead support, “particularly around leadership and management, has strengthened CLM’s role and ability to participate in the PNIASAN.” ▪ The same informant claimed that “last year, there was lack of connection between the nutrition plan and the agricultural investment plan . . . Africa Lead support has improved this and ensures that all actors are taking each other into account.” ▪ Final version of the NAIP/PNIASAN is attached as supporting documentation.

Milestone #7 achieved: The Direction de l'Appui au Secteur Privé (DASP) within the Ministry of Economy and Finance now has a functional monitoring and evaluation (M&E) system, which is serving a model for other institutions. Improved M&E capacity is enabling DASP to better identify business friendly reforms and play a constructive, evidence-based role in platforms for public-private dialogue.

Disaggregation: national

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Evidence
4, 5	<ul style="list-style-type: none"> ▪ AL provided support for strategic planning and team building ▪ AL facilitated a workshop to validate the Direction de l'Appui au Secteur Privé (DASP) first Monitoring and Evaluation (M&E) Manual ▪ AL supported the development of DASP expertise in public private partnerships, including supporting DASP staff to attend the agro-industries consultative workshop to to meet and gather information from representatives from about 20 agro-industry businesses and to identify the constraints, challenges and opportunities for the creation of a favorable agri-business climate in Senegal. 	<p>This milestone improves IA in Policy Element 4 because improved M&E capacity will enable DASP to use evidence to evaluate, inform and review policy options; it also improves IA in Policy Element 5 because DASP will be better able to monitor progress toward its goals and engage in public private dialogues.</p>	<p>DASP, Ministry of Economy and Finance, private sector partners</p>	<ul style="list-style-type: none"> ▪ The M&E system that is now in place at DASP is generating demand from other departments at various ministries to establish their own M&E system. ▪ AL conducted follow up with DASP for feedback on the results achieved during the reporting period. According to one key informant, this milestone is significant because “DASP is designated by the Ministry of Agriculture to drive dialogue in the agriculture sector and identify reforms to improve the sector. Strengthened M&E capacity allows DASP to better perform these tasks and strengthens DASP’s role in improving IA.” ▪ In addition, the same informant at DASP claimed that improved M&E capacity “encourages improved identification of constraints and potential reforms around food security. “ ▪ According to the same key informant at DASP, thanks to Africa Lead support, “DASP is more visible and therefore more effective in the [public-private partnership] platforms. An example of this activity is the meeting of agribusiness stakeholders in the North and the University of Saint Louis, in



				which we participated with the support of AL.”
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Annex F. FY18 Institutional Architecture Milestones Achieved for USAID/East Africa Regional

Milestone #1 achieved: Effective platform established at the regional level in the Common Market for Eastern and Southern Africa (COMESA) region for seed sector actors to dialogue, coordinate and harmonize policy based on evidence-based recommendations and learning.

Disaggregation details: Regional level

Policy element	Type of USG support provided	How does it improve IA?	Stakeholders receiving support	Learning	Evidence
3, 4	<ul style="list-style-type: none"> Africa Lead contracted Agri Experience in FY2018 to assess the regional seed sector to identify barriers to cross-border trade that persist even with efforts to harmonize seed trade policy. Africa Lead then facilitated a validation workshop that was attended by 46 participants who identified specific barriers and 	<ul style="list-style-type: none"> This milestone improves IA in Policy Element 3 because improved platforms for dialogue and consultation between government, private sector, and trade associations related to the seed sector will strengthen the capacity of the policy system. 	127 members of the Seed Policy Network; participating COMESA government members – this include seed companies, national seed trade associations, national seed regulatory authorities and	<ul style="list-style-type: none"> Mistrust among seed agencies and phytosanitary authorities, the lack of high-quality seed trade data and seed lot traceability slows implementation of harmonized rules and calls into question the ability of trading partners to enforce harmonized seed trade rules. The assessment made thirteen 	<ul style="list-style-type: none"> 46 stakeholders from seed companies, seed trade associations, regulatory authorities, development partners and other service providers identified specific barriers and recommendations to enhance cross border seed trade in the validation workshop.

	<p>recommendations to enhance cross border seed trade.</p> <ul style="list-style-type: none"> ▪ AL expanded the online East Africa Seed Network to 127 registered members to enhance collaboration, communication, and learning between seed sector actors in the COMESA (Common Market for Eastern and Southern Africa) region. ▪ Africa Lead facilitated two learning webinars for more than 50 participants on access to finance and a regional seed sector study by The African Seed Access Index (TASAI) study. ▪ Africa Lead, in partnership with USAID/Ethiopia and Ethiopia's Ministry of Agriculture, facilitated a country-level stakeholders' dialogue for 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. 	<ul style="list-style-type: none"> ▪ This milestone improves IA in Policy Element 4 because the platform will improve the capacity of the stakeholders participating to analyze and utilize existing research and data for policy design/formulation and program recommendations; it will also enable stakeholders to share research and studies that are relevant to agriculture and food security policy-making. ▪ It also identify clear issues or constrains (felt needs) that affects the full implementation of regional policy and integration and establish linkages for continuous interactions 	development agencies	<p>recommendations that included building the capacity of national regulatory agencies, improving border operations and minimizing the negative effects of political economy among others.</p> <ul style="list-style-type: none"> ▪ Three critical areas were identified for support in FY2019. These include: strengthening seed certification systems and trade through a joint verification and learning activity for selected countries and seed companies; streamlining and aligning border operations to meet seed trade requirements; and supporting local seed companies for cross border trade - focusing on deal making, market expansion, and access to finance and germplasm. ▪ Value chain support and field level interventions using diagnostic approach and that involve consultations and working with field 	<ul style="list-style-type: none"> ▪ Registration of 127 seed sector actors in the COMESA (Common Market for Eastern and Southern Africa) region to the online platform ▪ AL received feedback from Syngenta Foundation that the report was a useful piece of work that will inform future interventions.
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	<p>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. These actors were added to the online platform.</p>			<p>level actor is an important approach to speeding up policy harmonization instead of much focus on regional policy dialogue</p>	
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Annex G. Key Partners and Collaborators in FY18

Mission	Organization	Type	Africa Lead Support Provided
BFS	African Union/Department of Rural Economy and Agriculture	RIGO	Organizational development, backbone support
BFS	CAADP Non State Actors Coalition	NSA Network	Organizational development, coordination
BFS	Development Partners Coordination Group (DPCG)	Donor working group	Technical assistance, coordination
BFS	International Food Policy Research Institute (IFPRI)	Research/Academic	Coordination
BFS	Regional Strategic Analysis and Knowledge Support System (ReSAKSS)	Research/Academic	Coordination
BFS	Ministry of Agriculture and Irrigation (MoAI) Kenya	Government	Institutional architecture action planning
BFS	Common Market for Eastern and Southern Africa (COMESA)	RIGO	Facilitation
BFS	Sugar Campaign for Change (SUCAM)	Farmer Organization	Inclusive policy dialogue
BFS	Africa Agribusiness Academy (AAA)	NSA Network	Inclusive policy dialogue
BFS	National Potato Council of Kenya (NPCK)	Farmer Organization	Inclusive policy dialogue
BFS	Kericho Dairy Development Organization (KDDO)	Community Based Organization	Inclusive policy dialogue
BFS	Open Institute (OI)	Private Sector	Inclusive policy dialogue
BFS	University of Benin, Nigeria	Research/Academic	Champions for Change (C4C) institutionalization
BFS	Obafemi Awolowo University, Nigeria	Research/Academic	Champions for Change (C4C) institutionalization
BFS	University of Nigeria	Research/Academic	Champions for Change (C4C) institutionalization
BFS	Ahmadu Bello University, Nigeria	Research/Academic	Champions for Change (C4C) institutionalization
BFS	Tanzania Policy Analysis Group	Working group	Institutional architecture action planning



Mission	Organization	Type	Africa Lead Support Provided
DRC	Commission d'Elaboration des Mesures d'Application de la Loi Agricole (CEMALA)	Government	Support for JSR
DRC	Collège Agriculture et Développement Rural	Research/Academic	Support for JSR
DRC	Federation of Congolese Enterprises (FEC)	NGO	Support for JSR
DRC	Confederation Nationale des Producteurs Agricoles du Congo (CONAPAC)	NGO	Support for JSR
DRC	Ministry of Agriculture and Rural Development (DRC)	Government	Support for JSR
East Africa	USAID's Fall Army Worm (FAW) Task Force	Working group	Facilitation
East Africa	Intergovernmental Authority on Development (IGAD)	RIGO	Technical assistance
East Africa	East African Community (EAC)	RIGO	Capacity building, facilitation
East Africa	The African Seed Access Index (TASAI)	NGO	Inclusive policy dialogue
Ghana	The Beige Foundation (TBF)	Donor/Private Charity	Capacity Building (via internship)
Ghana	West Africa Resilience Innovation Lab	Research/Academic	Capacity Building (via internship)
Ghana	Farmers Organization Network in Ghana (FONG)	Farmer Organization	Inclusive policy dialogue
Ghana	Ministry of Food and Agriculture (MoFA) Ghana	Government	Inclusive policy dialogue
Ghana	African Youth Network for Agricultural Transformation (AYNAT)	NGO	Capacity Building
Ghana	Eden Tree Limited (ETL)	Private Sector	Capacity Building (via internship)
Ghana	Fair River International Association for Development (FARIAD)	NGO	Capacity Building (via internship)
Ghana	Federation of Associations for Ghanaian Exporters (FAGE)	NGO	Capacity Building (via internship)
Ghana	Growth Mosaic	Private Sector	Capacity Building (via internship)
Ghana	iDe Ghana (International Development Enterprises)	NGO	Capacity Building (via internship)
Ghana	Integrated Water & Agricultural Development Ghana Limited (IWAD)	Private Sector	Capacity Building (via internship)
Ghana	MDF West Africa	Private Sector	Capacity Building (via internship)
Ghana	National Beekeepers Association	NGO	Capacity Building (via internship)

Mission	Organization	Type	Africa Lead Support Provided
Ghana	Women in Agribusiness Network Ghana (WIANG)	NGO	Capacity building
Ghana	World Cocoa Foundation	Private Sector	Capacity building (via internship)
Ghana	National Farmers and Fishermen Award Winners Association, Ghana (NFFAWAG)	NGO	Agribusiness and Entrepreneurship Development Course training
Guinea	Bureau of Strategy and Development of the Ministry of Agriculture	Government	Coordination for NAIP
Kenya	Joint Agricultural Sector Steering Committee (JASSCOM)	Government	Coordination, strategic development and team building
Kenya	Agriculture Rural Development Donor Group	Donor working group	Coordination, Technical assistance
Kenya	National Drought Management Authority (NDMA)	Government	Strategic development and team building, technical assistance, OD
Kenya	Ministry of Agriculture and Irrigation (MoAI) Kenya	Government	Coordination for NAIP, technical assistance
Kenya	PREG partners	Working group	Coordination, strategic development and team building
Kenya	Arid and Semi-Arid Land Donor Group	Donor working group	Coordination, Technical assistance
Kenya, BFS	Agricultural Council of Kenya (AgCK)	NSA Network	OD, coordination, inclusive policy dialogue, NAIP
Nigeria	Federal Ministry for Agriculture and Rural Development (FMARD)	Government	Capacity building
Senegal	Bureau Operationnel de Suivi du Plan Senegal Emergent (BOS/PSE)	Government	Technical assistance, strategic development and team building
Senegal	Ministry of Trade	Government	Facilitation, strategic development and team building
Senegal	Union Nationale des Commerçants et Industriels du Senegal (UNACOIS)	NSA Network	Facilitation
Senegal	Groupe de Dialogue Social et Politique (GDSP)	NGO	Technical assistance, inclusive policy dialogue
Senegal	Direction de l'Appui au Secteur Prive (DASP)	Government	Coaching and mentoring, technical assistance, strategic development and team building
Senegal	Cellule de Lutte contre la Malnutrition (CLM)	Government	Leadership and management training, technical assistance, strategic development and team building
Senegal	Ministry of Water and Sanitation	Government	Organizational development



Mission	Organization	Type	Africa Lead Support Provided
Senegal	West African Regional Mango Alliance (WARMA)	Private sector	Inclusive policy dialogue
Senegal	Mouvement Sénégalais pour le développement (MSD)	NGO	Leadership and management training
Senegal	University Cheikh Anta Diop of Dakar- Institut Supérieur d'Agriculture et Entreprenariat (UCAD/ISAE)	Research/Academic	Champions for Change (C4C) institutionalization
Senegal, BFS	Conseil National de Concertation et de Coopération des Ruraux (CNCR)	NSA Network	Technical assistance, coordination, inclusive policy dialogue
Senegal, BFS	Ministère de l'Agriculture et de l'Équipement Rural (MAER)	Government	Support for JSR, coordination for NAIP revision, institutional architecture action planning
Tanzania	Ministry of Agriculture Livestock and Fisheries (MALF), President's Office Regional Administration and Local Government Authorities (PO-RALG)	Government	Technical assistance, policy facilitation
Tanzania	Tanzania Private Sector Foundation (TPSF)	Private Sector	Coaching and mentoring, inclusive policy dialogue, technical assistance
West Africa	Permanent Interstates Committee for Drought Control in the Sahel (CILSS)	RIGO	Technical assistance
West Africa	Economic Community of West African States (ECOWAS)/Department of Agriculture and Rural Development (DARD)	RIGO	Technical assistance
West Africa	Central Africa Council for Agricultural Research and Development (CORAF)	RIGO	Technical assistance

Annex H. 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.