FEED THE FUTURE

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

Cross-Cutting Conclusions From Africa Lead II's
PROGRAM REVIEW

2013 - 2017

USAID FROM THE AMERICAN PEOPLE

Africa Lead
Scaling up for food security in Africa

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Program Review: Africa Lead II

Africa Lead II (October 2013 – March 2019) supports the African Union's Comprehensive Africa Agriculture Development Program (CAADP) and Feed the Future (FTF) goals of reduced hunger and poverty by building the capacity of individuals and organizations to develop, lead, and manage the institutional change needed for African-led agricultural transformation and food security.

Knowing that governance plays a central role in agricultural transformation, Africa Lead works to improve institutional effectiveness, including systems, processes, and relationships for managing policy change.

According to Africa Lead's theory of change, effective policy reform depends as much on successfully implementing change as it does on having a good technical solution. In response, Africa Lead capacity building activities equip individuals and organizations with tools to lead more effective institutions and catalyze change by enhancing coordination, inclusivity, evidence-based learning and adaptation, investment attraction, and monitoring and evaluation for accountability.

Greater collaboration among change agents, organizations, and networks supports sustainable mechanisms and processes, improving policies and programs through ongoing, incremental and positive change.

Over time, better designed, delivered, and measured reforms will lead to improved food security, and ultimately, transform Africa's agricultural and food-security sector.

About the Program Review

Between April and June 2017, Africa Lead conducted an internal Program Review which engaged a total of 153 individuals, representing 83 organizations, through a total of 64 interviews in nine countries across 10 national and regional programs. Additional detail on the local context and country or region-specific findings and conclusions, can be found in accompanying material.

After nearly four years of implementation, working with many partners since 2010 under the first phase of Africa Lead, the goal of the Program Review was to gather information, feedback, and input. The review drew on in-depth key informant interviews and focus group discussions with Africa Lead's partners to better understand changes attributable to the program.

Using the newly developed Benchmarking Performance for Agricultural Transformation (BPAT) tool, the Program Review led facilitated self-assessments with over 50 of Africa Lead's key beneficiaries, focusing on the following themes linked to improving institutional effectiveness for agricultural transformation:

1. **Transformational Leadership:** Developing and supporting leadership to actively push for transformational change at the organizational, network or system level in line with CAADP goals and Malabo commitments.

2. **Inclusivity:** Supporting two-way information flow at scale to increase transparency, accountability, and trust through inclusive and constructive dialogue.

3. **Coordination:** Collaborating and coordinating with internal and external actors to improve efficiency and alignment in implementing food security priorities.

4. **Monitoring and Evaluation (M&E):** Generating and analyzing data-driven and results-based M&E of food security programs / policies to ensure accountability for food-security related commitments.

5. **Evidence-based Adaptation:** Evidence-based analysis and learning to inform planning and improve implementation of food security policies and programs.

6. **Resource and Investment Attraction:** Designing and implementing credible and realistic national agricultural investment strategies and work plans to secure and attract increased resources, investments, and commercial activity into the agriculture sector.

The results are intended to help inform Africa Lead and other organizations on effective strategies for improving the performance of individuals, organizations, and networks working to align to CAADP and to transform agricultural programs and policies to improve food security outcomes. Likewise, the results may also help to prioritize technical assistance and other activities to support organizational or network capacity building among Africa Lead's key partners.

The newly developed BPAT, used for self-assessment across key Africa Lead partners, may also serve as a gauge to monitor progress over time, especially for a possible follow-up assessment as the project draws to a close.

The Benchmarking Performance in Agricultural Transformation (BPAT) Tool

Existing assessment tools for organizational development, such as an organizational capacity assessment (OCA) or the organizational performance index (OPI), lack a mechanism to measure the contribution of organizational capacity development to broader systemic change. Additionally, these tools are resource intensive, can become politicized with large complex organizations, and can be unsuitable for comparisons of repeat scores as an M&E tool for capacity development activities.

To address this need, Africa Lead created a new Benchmarking Performance in Agricultural Transformation (BPAT) tool to assess organizations' roles in sustainable policy reform systems.
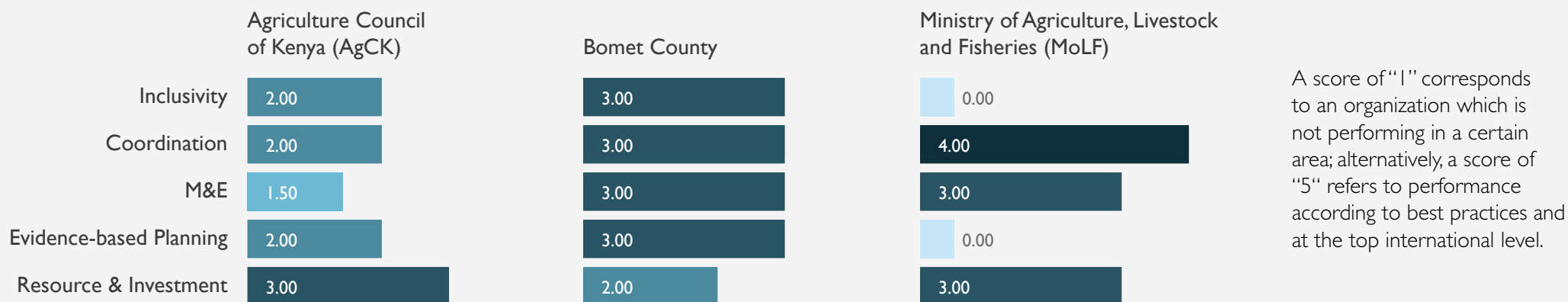
Purpose of the BPAT

The BPAT is a facilitated tool that helps key governmental and non-state actors self-assess their performance in the implementation of CAADP commitments. The BPAT tool simplifies complicated concepts into easy to understand terms that resonate at the organizational level. In the process, it also allows organizations to reflect on their performance compared to their goals and orients organizations to their roles in the policy reform system.

This tool was piloted, as part of Africa Lead's Program Review, with 10 USAID Missions: Senegal, Tanzania, Kenya, Ghana, Nigeria, DRC, Guinea, East Africa Regional, Continental and West Africa Regional. In key informant interviews and small group discussions, the Program Review team asked beneficiaries to benchmark their organization or network's performance in the themes of agricultural transformation, to describe the changes observed in each theme, and to explain if Africa Lead had influenced this change.
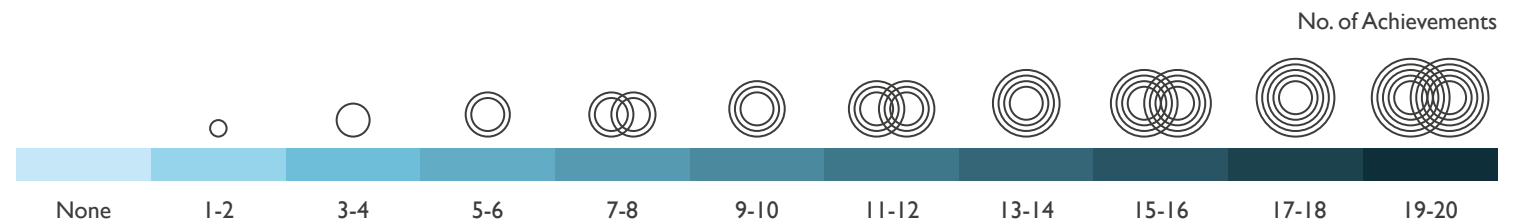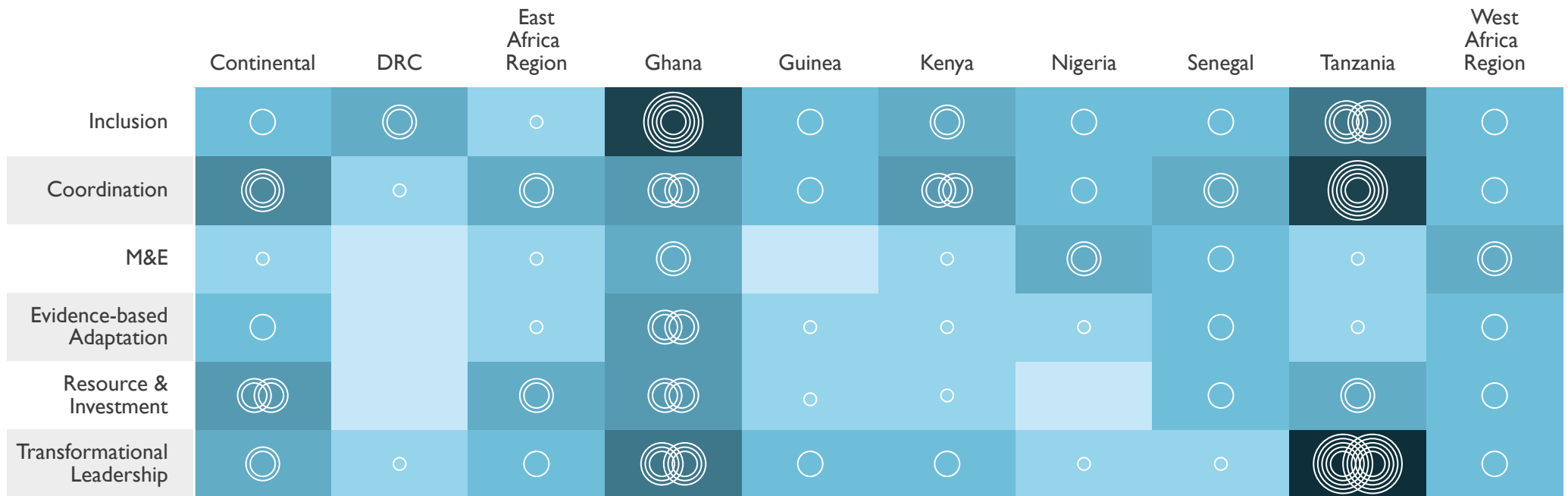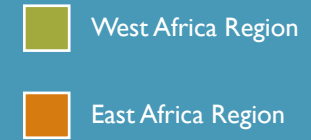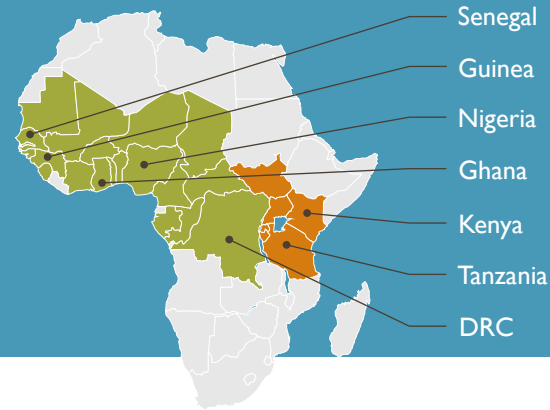
Other Applications

Beyond Africa Lead projects, the BPAT tool may be more feasible than other assessment tools for ongoing monitoring of organizations working on agricultural transformation programs, as well as for helping new partners establish a baseline. Africa Lead may also explore piloting the BPAT tool in combination with CAADP sensitization to help organizations contextualize how CAADP implementation can translate to improved organizational performance, which draws on the evidence-based practice of using system elements to drive organizational change.

EXAMPLE RESULTS: Africa Lead's key partners in the Kenya program carried out a self-assessment, mapping their performance against five of the agricultural transformation themes as part of the BPAT tool:

	Agriculture Council of Kenya (AgCK)	Bomet County	Ministry of Agriculture, Livestock and Fisheries (MoLF)
Inclusivity	2.00	3.00	0.00
Coordination	2.00	3.00	4.00
M&E	1.50	3.00	3.00
Evidence-based Planning	2.00	3.00	0.00
Resource & Investment	3.00	2.00	3.00

A score of "1" corresponds to an organization which is not performing in a certain area; alternatively, a score of "5" refers to performance according to best practices and at the top international level.

Significant Achievements Influenced By Africa Lead's Regional and Country Programs

Senegal
Guinea
Nigeria
Ghana
Kenya
Tanzania
DRC

West Africa Region

East Africa Region

	Continental	DRC	East Africa Region	Ghana	Guinea	Kenya	Nigeria	Senegal	Tanzania	West Africa Region
Inclusion										
Coordination										
M&E										
Evidence-based Adaptation										
Resource & Investment										
Transformational Leadership										

No. of Achievements

None · 1-2 · 3-4 · 5-6 · 7-8 · 9-10 · 11-12 · 13-14 · 15-16 · 17-18 · 19-20

Transformational Leadership

Leadership exists to actively push for transformational change at the organizational, network or system level in line with CAADP goals and Malabo commitments.

The findings from the Program Review provide clear evidence that transformational leadership is a critical part of the reform process at all levels. The theme of transformative leadership was frequently cited in the most significant changes across a variety of Africa Lead beneficiaries. In fact, in Tanzania it was the most frequently cited theme. In the Ghana, Continental, and Guinea programs, transformational leadership was the second most frequently cited theme. Out of a total of 116 achievements captured from the Program Review, transformative leadership was an important theme in nearly 43 percent of the examples cited.

Africa Lead uses a variety of tools which are effective at helping to facilitate and foster leadership which transforms organizations, networks, and systems. Key interventions include customized C4C training, the Institutional Architecture Assessment, organizational assessments (such as the OCA, Participatory Institutional Capacity and Learning Index, rapid assessments and audits), and facilitated coordination and learning mechanisms in the form of workshops, strategy sessions, consultative dialogue, and learning events.

Leadership Training is at its most effective when...

1 | there is organizational latitude to make changes.

2 | it is delivered within a targeted transformation process, such as with the National Agriculture Investment Plan (NAIP) development team.

3 | Champions for Change (C4C) includes CAADP sensitization to help catalyze leadership transformation by clarifying valuable organizational roles in the agricultural reform system.

4 | it is tailored to the targeted audience and intended behavioral changes sought.

Changing Mindsets

While some key informants reported receiving new leadership skills from C4C training, the majority reported changes in mindset. These changes in mindset can be further categorized as:

- Increased motivation to act to improve food insecurity

- A change to see the value in coordination with others

- Governmental departments and agencies shift to service orientation

- Shift view to see agriculture as a promising business opportunity

- Adjust to provide marginalized groups (specifically women and youth) a voice

Across the Africa Lead portfolio, beneficiaries reported results when they had both a change in mindset as well as the skills, organizational latitude, and framework to act. While change in mindset is the first step to transformational change at an individual level, behavior change through the acquisition of skills, knowledge, and experience is no less important.

Recommendations for Future Programming

Continue investments to tailor C4C training to the intended audience and results, including a more selective targeting process for C4C participation and ensuring the training is more-demand driven.

Where possible, include directors of planning and budgeting in future C4C programming to motivate resource owners to prioritize food security programming.

After assessing cultural, political, and economic roadblocks, consider leadership interventions and pathways that can be successful to motivate change at the systems-level. If reform-minded leadership is not present at a high level (and it is not possible to influence top leadership through exposure or other learning interventions), turn to other agricultural transformation building blocks, such as strengthening NSA networks and NSA evidence-based advocacy until the timing is better.

Provide C4C leadership training to a specific agricultural transformation process, such as NAIP development or evidence-based policy advocacy. BPAT and Institutional Architecture Assessment results can also be used to help inform where leadership and change management training is needed.

Continue to offer CAADP sensitization paired with other facilitation activities, such as NSA and government dialogue and NAIP planning, implementation, and monitoring.

TRANSFORMATIONAL LEADERSHIP ACHIEVEMENTS

Tanzania

Ghana

Continental

East Africa Region

West Africa Region

Kenya

Guinea

DRC

Senegal

Nigeria

Increasing Inclusivity

Inclusive and constructive dialogue supports a two-way information flow at scale to increase transparency, accountability, and trust.

Existence of NSA groups that coordinate regional, national, and thematic interests into a purposeful NSA network. A point of entry for the government enables economies of scale for gathering input and distributing important information to a broad set of stakeholders in the NSA sector.

Information exchange to and from rural areas is critical, as this communication flow provides for inclusive, effective dialogue. Food security challenges, investment opportunities, and statistical evidence on malnutrition, production, post-harvest losses, and food insecurity from rural areas need to be part of a national dialogue on agricultural transformation. Likewise, opportunities about programs, business, nutritional information, and the request for feedback from national platforms must reach the rural areas.

NSAs must have prepared advocacy messages backed by data from the rural level to effectively participate in dialogues. NSAs will be effective in the national dialogue if they have a clear advocacy program supported by analysis, using data and information from local levels.

The government must convene Joint-Sector Reviews (JSRs) regularly and utilize the feedback as an input to improve National Agriculture Investment Plan (NAIP) formulation and implementation. In Senegal, the Groupe de Dialogue Politique (GDP) represents NSAs and provides feedback to the government to strengthen development of the NAIP 2.0, prepare groups for JSRs, and ensure that follow-up actions are taken. As a result, the findings from the Program Review demonstrate that Senegal's JSR process is helping to drive adaptive management, and the government is now including the process in its work plan for the third consecutive year.

SENEGAL

Groupe de Dialogue Politique (GDP)

GUINEA

Plateforme de Concertation du Secteur Prive Guineen (PCSPG)
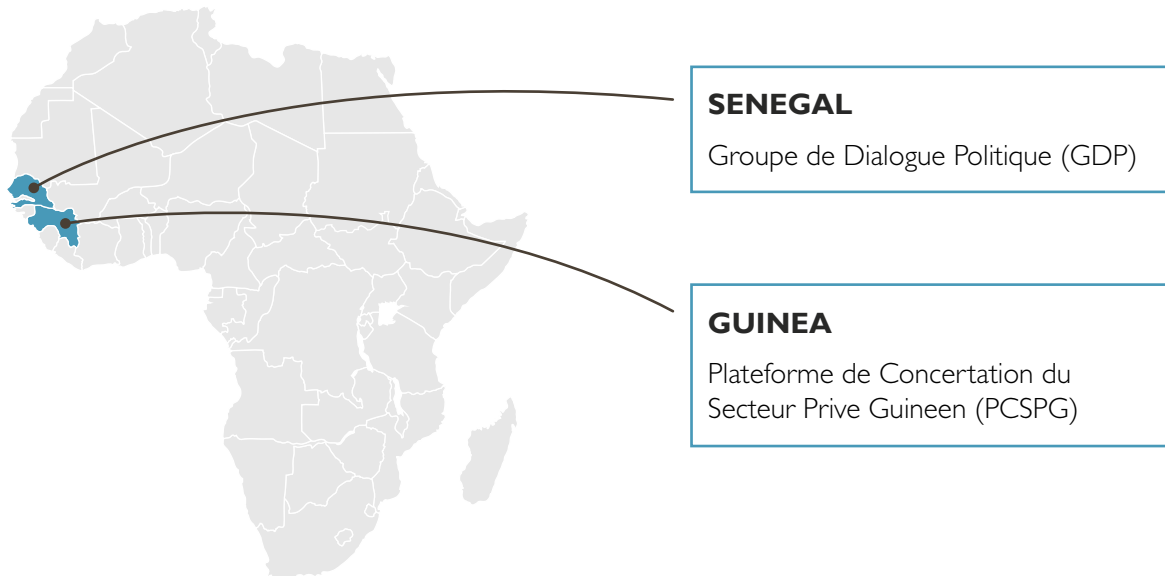
Platforms to promote dialogue with Non-State Actors (NSAs)

One common trend across the Africa Lead portfolio is that there is a growing consensus and recognition of the importance of non-state actor (NSA) engagement and participation in policy dialogue. In many countries, an informed NSA sector is providing important information, evidence, advocacy, and feedback to national governments and donors on agriculture, agribusiness, and food security, often at the invitation of the government.

National governments are increasingly including NSA networks into policy and program dialogues in all Africa Lead countries. Several new government and NSA dialogue mechanisms have emerged in recent years, including the multi-stakeholder JSR steering committee in Nigeria, Groupe de Dialogue Politique (GDP) in Senegal, Policy Action Group (PAG) in Tanzania, and the JSRs in Senegal and Ghana.

Findings from the Program Review provide useful insight on **the critical elements that enable inclusive policy dialogues to be transformative.** While none of these elements alone is sufficient, each is a necessary factor to ensure that inclusivity and broad engagement of NSAs contributes to transformational change in agriculture.

Recommendations for Future Programming

Facilitate the formation of an apex network to strengthen NSA linkages and coordination, with a platform for follow up with the government on JSR/NAIP (such as an Agricultural Sector Working Group). If a functional NSA group is already in place, facilitate the network to solicit external feedback from member organizations to benchmark performance on information flow to and from rural areas and among a mix of civil society and private sector representatives.

Facilitate coordination and strengthen linkages between apex NSA groups and the CNC to identify priorities and develop an action plan to address the weakness identified over time. If a functional NSA network is already in place, collaborate with CNC to provide support to facilitate identification of priority issues and development of an action plan to contribute to NAIP implementation, monitoring, and continuous improvement. Leverage partnership with the CNC to provide facilitative leadership to NSA groups and support them to identify priorities and develop an action plan to address the weakness identified.

Support apex group(s) to collect input from their civil society and private sector membership and analyze feedback to distill priorities. Using a low-cost communication platform, develop brief targeted surveys of one or two questions in line with the Farmers Advocacy Consultative Tool (FACT) approach. Consider developing a C4C training tailored for NSA groups that combines leadership and change management concepts with guidance on developing and articulating effective advocacy messages backed by evidence, as well as useful, practical exercises with feedback provided by NSA peers. Support the apex group(s) to facilitate participatory research, inclusive consultation, and development of evidence-based policy proposals and recommendations.

Prepare government and NSAs for a productive dialogue and help facilitate the convening of a multi-stakeholder group to demonstrate the value of a functional feedback loop. For countries with an operational NSA and governmental forum on agricultural issues (such as the GDP in Senegal), collaborate with governments to plan for JSR in the regular budget and work plan cycle. In countries where the JSR is not yet fully institutionalized, it is important to convene multi-stakeholder groups to discuss and prepare for the JSR/NAIP to develop a regular practice of dialogue (such as the JSR Steering Committee meetings in Nigeria).

Provide mentoring and coaching in Collaborating, Learning, and Adapting (CLA) and facilitative leadership to CNC and relevant apex networks to bring best practices to scale, support continuous improvement, and share lessons learned at regional and continental forums.
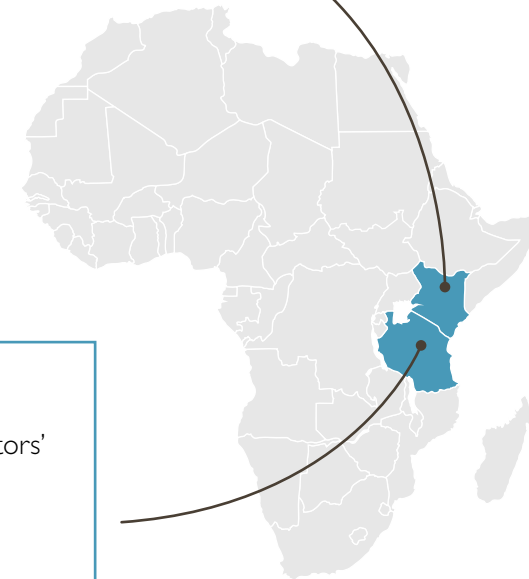
Draw lessons from the multi-stakeholder groups in Senegal, Nigeria, and Guinea to consider similar agriculture sector working group configurations in other countries.

KENYA

Agricultural Council of Kenya (AgCK)

TANZANIA

- Agricultural Non-State Actors' Forum (ANSAF)
- Tanzania Private Sector Foundation (TPSF)
- Agricultural Council of Tanzania (ACT)

INCLUSION ACHIEVEMENTS

Ghana

Tanzania

Kenya

DRC

Continental

West Africa Region

Senegal

Nigeria

Guinea

East Africa Region

Improving Coordination

Purposeful collaboration and coordination with internal and external actors leads to more efficiency and better alignment to implement food security priorities.

Recommendations for Future Programming

1. **Examine Institutional Architecture Assessment (IAA) findings (where they exist) to identify any critical constraints at the systems-level.** Facilitate improved coordination and collaboration in critical areas by building trust and confidence between entities, including a shared vision of their role in agricultural transformation. This effort can be done with C4C training, facilitated workshops on vision-setting, or team-building exercises.

2. **Develop a practice of constructive dialogue between government and NSAs, facilitate discussion and collaboration through steering committees or agriculture sector working groups in preparation for the JSR and NAIP 2.0 development process.** Based on the successes in Guinea and Nigeria, C4C leadership training can be a useful intervention to kickstart coordination and constructive engagement among the multi-stakeholder group charged with developing the NAIP.

3. Based on the success of customized C4C for member-based and community based organizations in Tanzania, **expand training to other countries like Kenya, where local government would benefit from institutional partners and improved coordination to offer additional programs and services to rural populations.**

4. Based on the success of C4C training for Local Government Authorities (LGAs) in Tanzania and counties in Kenya, **test a shortened version of C4C training combined with a workshop to domesticate the NAIP for local government units** to improve coordination between NSA and government and to strengthen implementation capacity for key food security programs.

5. **Provide support in the form of meeting facilitation, mapping tools, secretariat support, and other inputs** to ensure donor coordination groups are effective to focus efforts on national constraints.

| Intra-governmental coordination across different ministries, agencies, departments, and levels (e.g., local vs. national) is important for creating, implementing, analyzing, and improving the national agricultural development strategy. | External coordination between bodies increases alignment to common food security priorities, enabling organizations to leverage resources, avoid duplication, and ultimately, do more with less. | System-wide coordination between NSAs and government improves the functioning of the system overall, while strengthening a country's implementation capacity for food security programs and initiatives. | Internal coordination within a given unit allows staff to work together more effectively toward a shared goal of providing services. | Coordination with donors improves the effectiveness of programming by reducing duplication, forcing discussion on broad goals of support, and focusing efforts on prioritized constraints |

Africa Lead's experience demonstrates how improved coordination can lead to better outcomes. The findings reveal five distinct types of improved coordination which has led to strengthened implementation capacity for food security programs and policies.

Purposeful collaboration is an initial building block for mutual accountability

Africa Lead's experience in Kenya, Guinea, Senegal, Nigeria, and Tanzania demonstrates that facilitating purposeful collaboration and working together toward a shared goal, is an important precondition to ensure that mutual accountability forums, such as a JSR and the Agricultural Sector and/or Donor Working Groups that are already in place, are effective and meaningful.

Agricultural sector coordination groups were helpful to address internal conflict and clarify confusion over concurrent roles, which is a common challenge when developing and implementing a multi-stakeholder strategy.

GUINEA

Bureau de Stratégie et de Développement (BSD) in Guinea

The BSD was an existing intra-governmental coordination mechanism between the four key Ministries involved in agricultural issues. However, the BSD faced challenges in terms of lack of trust, conflict, and confusion among the members about their roles. The process to review and revise the Plan National d'Investissement Agricole, de Sécurité Alimentaire et de Nutrition (PNIASAN) - or more generally referred to as the NAIP in Guinea - helped the four Ministries build a common vision for success across each organization. In addition, the strategic planning exercise and other facilitated sessions supported by Africa Lead helped to clarify roles and fostered a sense of collective ownership over the PNIASAN II development, and ultimately, its implementation. In this way, the BSD was perceived as a win-win - a functional and effective collaboration framework among the four Ministries for achieving a shared objective.
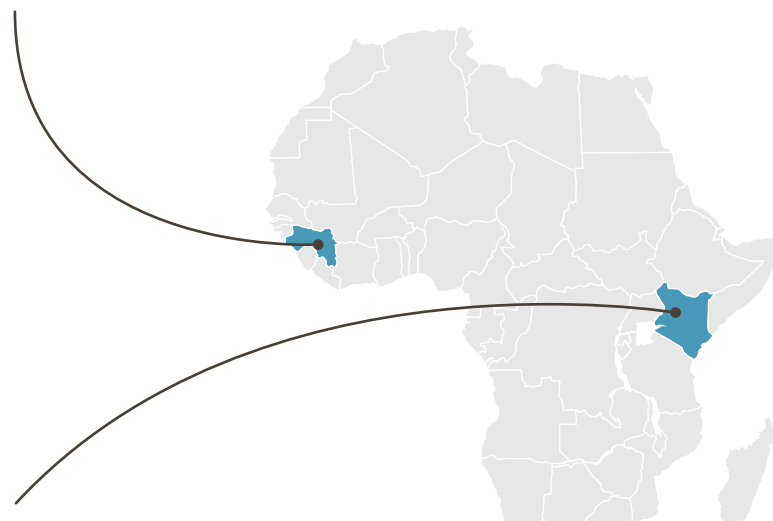
KENYA

Operational Joint Agriculture Sector Consultation and Cooperation Mechanism (JASCCM) in Kenya

In Kenya, the operational JASCCM solved a roadblock between the national and county governments, which had stymied effective implementation of devolution in the agriculture sector. The JASCCM is now facilitating purposeful collaboration between the two levels of government to develop and formulate a new agricultural development strategy.

COORDINATION ACHIEVEMENTS

Tanzania

Continental

Ghana

Kenya

Senegal

East Africa Region

West Africa Region

Guinea

Nigeria
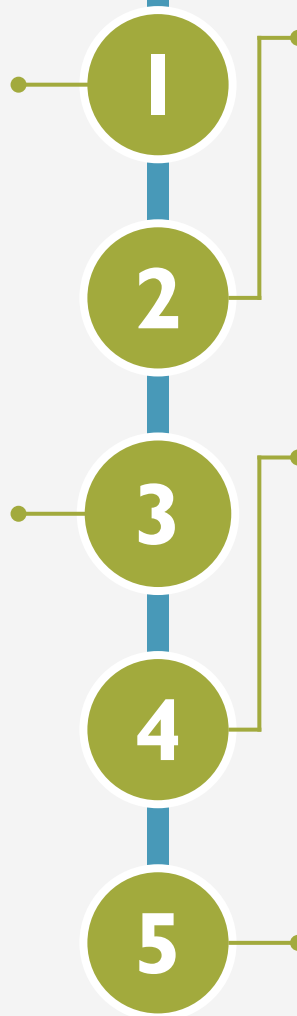
DRC

Improving Monitoring & Evaluation (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.

1

NSAs have a role to play to monitor the government's commitment to ensure that investments reach the local level and are effective in reducing food insecurity.

It is also important for NSAs to provide M&E data on any programs with their constituents, as well as track the developmental needs of their members. Sharing findings and data publicly is critical to this process.
(See page 8 - Improving Inclusivity)

2

Regionally integrated M&E allows for comparisons and problem solving.

There is great potential for regional and continental organizations to drive change when M&E data are integrated and shared consistently. Lack of consistent reporting and uneven data quality across member states poses a significant barrier to operationalizing these systems at the Regional Economic Community level.

3

There is an important overlap between building inclusive, participatory practices in NSA networks and ensuring improved M&E leads to transformational change.

NSA networks have an important role in M&E systems through their efforts to collect data and information from their constituents. Networks such as ANSAF in Tanzania, AgCK in Kenya, and PCSPG in Guinea collect information from rural constituencies to form the basis of advocacy campaigns and to lobby for needed regulatory changes. By improving M&E skills and capacity, Africa Lead can help develop the practice of gathering and reporting information about their members and beneficiaries, priming them to contribute quality monitoring data and other evidence on the performance of agricultural programs and policies to the policy dialogue.

4

Government units with a strong skill base in M&E and access to real-time, quality data can support adaptive management.

When decision makers have access to real time information, the government has the opportunity to intervene and manage for results. On the other hand, without quality data, government decision makers are not able to react, which can lead to devastating outcomes such as drought or plant diseases spreading unchecked.

5

M&E systems provide important data and evidence.

Africa Lead's work to improve M&E and result-based management skills and systems across government units and NSA networks has made important contributions to building the evidence required for adaptive management, advocacy, and policy formulation.

Recommendations for Future Programming

Facilitating the creation of a dedicated M&E unit for NAIP monitoring and reporting can serve as useful adaptive management entry point for a support program. To support NAIP implementation and monitoring, facilitate integrated data systems that provide real-time monitoring of key activities and threats, that enable government and NSAs to quickly adapt. Conduct training and workshops to build the necessary analytical skills base at dedicated M&E units. Based on successes in Nigeria, consider C4C paired with M&E training for the multi-stakeholder teams working on the NAIP.

Support the development of a regionally integrated information technology (IT)/management information system (MIS) system that allows for member states to easily enter agricultural and food security M&E data that can be pulled up and analyzed at the REC and African Union Commission (AUC) level in real time. Explore the feasibility of linking this with the Biennial Review process, as M&E data feed into the progress reporting for Malabo.

Facilitate the apex NSA group to monitor CAADP and Malabo progress by designating members to be responsible for monitoring specific programs and activities in the NAIP. For example, a set of members or network constituents can be tasked with monitoring rural spending; others to track national level spending. The apex group then consolidates and packages evidence-backed findings to present in one voice at the JSR, as one NGO or individual criticizing the government alone can be politically uncomfortable.

Provide M&E training for apex NSAs that is focused on CAADP and Malabo progress monitoring. This work can be aligned with the Biennial Review process and/or NAIP implementation and monitoring.

Facilitate knowledge management platforms and forums for NSAs where M&E data is disseminated and made available to form part of the evidence base.

Provide mentoring and coaching in Collaboration Learning and Adaptation (CLA) to CNC and relevant apex networks to bring best practices to scale and share lessons learned across regions and countries.

West Africa Region

Nigeria

Ghana

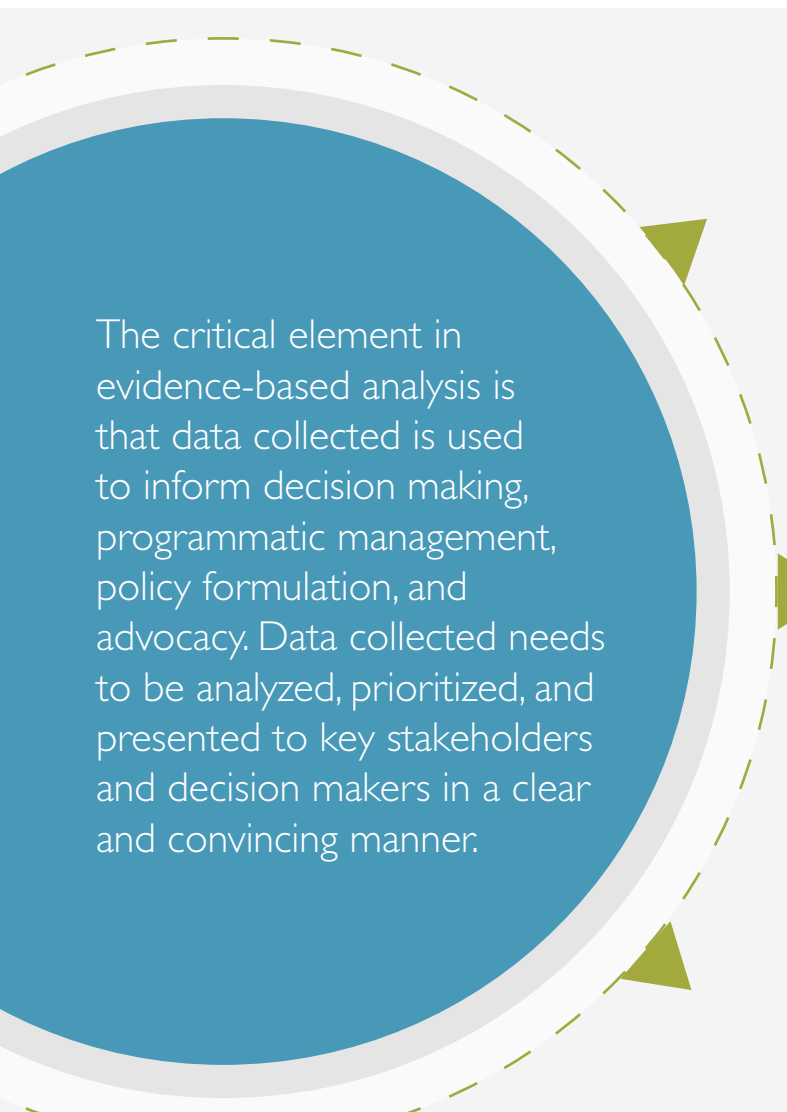Senegal

Continental

East Africa Region

Kenya

Tanzania

Guinea

DRC

Improving Evidence-Based Adaptation & Learning

Evidence-based analysis and learning is used to inform planning and improve implementation of food security policies and programs.

The critical element in evidence-based analysis is that data collected is used to inform decision making, programmatic management, policy formulation, and advocacy. Data collected needs to be analyzed, prioritized, and presented to key stakeholders and decision makers in a clear and convincing manner.

Government staff must have the capacity and flexibility to learn and adapt from feedback and information, as well as the program design skills to develop policies that best conform to the evidence.

For example, in Senegal, the JSR is providing valuable feedback to the government, which decision makers at Direction de l'Analyse de la Prevision et des Statistiques Agricoles (DAPSA) noted is contributing to improvements in evidence-based analysis and learning, as their data now informs the government's assessment of food security-related progress and challenges and where more support might be needed.

Regional organizations can convene workshops and other fora to advance evidence-based policy options.

EAC used evidence available from the Aflatoxin workshop and the Institute of Tropical Medicine as the basis for a new regional Aflatoxin Strategy. In the West Africa (WA) region, ECOWAS conducted a 10-year review of the Regional Agricultural Policy for West Africa, which informed future strategy and investment plans for the region.

Evidence can be used by NSAs as a powerful advocacy lever.

The New Alliance and Grow Africa progress report enabled ANSAF to work with others to eliminate the export ban on grains and reform the fertilizer marketing regulations in Tanzania. NSA networks in Ghana have developed evidence-based advocacy campaigns to push for reform in the fisheries and livestock sectors, as well as improve extension services in rural areas. While the ultimate objective of evidence-based advocacy campaigns is improve policy, increased capacity among NSA groups to collect and utilize evidence is an important contribution to strengthening the overall policy reform process.

Recommendations for Future Programming

Provide support to professionally trained and experienced local facilitators to facilitate evidence-based planning and policy development workshops with CAADP country teams. These workshops can support planning, preparation, and follow up for key CAADP activities, such as the JSR, the Biennial Review, and ongoing monitoring of the NAIP 2.0 implementation. Based on Africa Lead's experience, providing virtual support at scale to local professionals through webinars and facilitating information sharing and coordination between various country-level stakeholders can be both cost-efficient and cost-effective. Consider formalizing tools, online training, and other forms of support to local professionals to strengthen facilitation and coordination with CAADP country teams.

Identify specific learning activities and provide coaching and mentoring to RECs, AUC, and CNC in CLA approaches. For instance, building training, coaching, and mentoring support in CLA to ECOWAS as they develop and implement a plan to support learning across the West Africa Region on NAIP 2.0. Consider developing a CLA training or workshop focused on leadership in Malabo and CAADP implementation, which could also include C4C materials and concepts. Provide mentoring and coaching to these partners in the short-term to enable them to support learning activities for member states in CAADP and Malabo implementation over the long-term. For example, RECs and the AUC have a valuable CLA role to play to ensure the data generated through the Biennial Review process contributes to improved evidence-based analysis and learning.

Identify local institutions (potentially through the Technical Networks) to provide workshops to apex NSA networks on analyzing the evidence base, developing priorities, and distilling advocacy messages. These workshops can be framed around NAIP 2.0 preparations and stakeholder consultation activities, completed as part of the pre-work required for the workshop. The practical output of this training will be well-articulated and informed policy positions, guiding NSAs to propose constructive solutions.

Distribute findings from impact evaluations of Africa Lead II activities in Tanzania and facilitate an increased understanding of the value of impact evaluation, with a counterfactual, as the gold standard of evidence. If interest exists, provide cost-share grants for research bodies to carry out impact evaluations on critical CAADP topics, such as comparing intervention effectiveness on increasing food security of women and youth.

EVIDENCE-BASED ADAPTATION ACHIEVEMENTS

Ghana

West Africa Region

Continental

Senegal

East Africa Region

Tanzania

Guinea

Nigeria

Kenya

DRC

Attracting Resources & Investment for Agriculture

A credible and realistic national agricultural investment strategy and work plan can secure and attract increased resources, investments, and commercial activity into the agriculture sector.

Findings from the Program Review provide useful insight to better understand how improved organizational and network performance in attracting resources and investment can contribute to transformative change in agriculture:

1. NSA associations with strong linkages to farmers can successfully promote private sector investment in high quality inputs.

2. Associations can leverage private sector and commercial investment to spur investment-friendly policy and regulatory changes.

3. Leadership and management training, as well as strengthened networks, can attract youth into the agriculture sector.

4. Africa Lead is helping countries to attract increased donor funding by providing support to strengthen the NAIP development process, improving effectiveness of donor coordination groups, and building capacity of local organizations to directly implement and manage donor programs. One of the assumptions behind the development of a NAIP is that if a country's development strategy is clearly analyzed and articulated in a realistic plan, then it will effectively attract donor funding for programming that is relevant and responsive to national-level priorities.

The Program Review examines outcomes that Africa Lead beneficiaries have achieved in attracting resources and investment in the agricultural sector. This proved to be an area with growing momentum across the Africa Lead portfolio.

One of government's roles in investment attraction is to formulate and manage the national agricultural investment plan, known generally as the NAIP in CAADP terminology. NSAs contribute to this theme through planning, implementation, and monitoring of the NAIP, as well as by attracting resources such as youth and business, markets, and entrepreneurial activity into the agriculture sector. In addition, the private sector has an important role to play in exerting pressure to improve the business enabling environment for agriculture.

Significant progress has been achieved across the Africa Lead portfolio (at both the national and regional level) to develop second-generation NAIPs (NAIP 2.0). As part of this process, in Senegal, Africa Lead is facilitating a collaborative review and validation of data collected from the first NAIP phase and helping to draft the NAIP 2.0. This support includes facilitating sessions with stakeholders to evaluate the NAIP 2.0 strategy for the next five years.

In Tanzania and Kenya, Africa Lead is supporting the government to publicly launch their new agriculture development strategies, and working with stakeholders in Guinea to carry out a thorough and inclusive NAIP development process. In addition, both ECOWAS and the EAC have developed regional agriculture investment plans. At the continental level, CNC and the AUC have both participated in NAIP development in an advisory fashion.

Recommendations for Future Programming

The Biennial Review and NAIP 2.0 processes present an important opportunity for generating learning at the continental level to inform improvements in the future. Africa Lead's success with using CLA and facilitative leadership approaches to activate mutual accountability suggests it would be useful to support RECs and the AUC on NAIP learning activities, emphasizing CLA frameworks as a guide. For example, it would be useful to conduct a comparative analysis to examine the relationship between NAIP 2.0 quality and committed/disbursed donor funding. If high quality NAIPs attract increased funding, sharing this result can be a lever for the AUC to motivate countries to improve their NAIP formulation. Another option is a comparative analysis of the types of value chains supported in NAIPs, in order to better understand how selection of priority value chains leads to improved food security outcomes.

Provide support to professionally trained and experienced local facilitators to facilitate CAADP country teams and the Agriculture Sector Working Groups (or equivalent NAIP development team) to develop high quality NAIPs and support follow-up implementation, monitoring, and adaptive management. Based on success in Nigeria, consider M&E training paired with facilitation for the multi-stakeholder teams working on the NAIP. In addition, based on Africa Lead's experience, providing virtual support at scale to local professionals through webinars and facilitating information sharing and coordination between various country-level stakeholders can be both cost-efficient and cost-effective. Consider formalizing tools, online training, and other forms of support to help local professionals facilitate ongoing monitoring, adaptive management, and continuous improvement of NAIP implementation.

Document lessons learned from C4C institutionalization in Senegal, Nigeria, and Ghana to identify opportunities to replicate the approach.

Based on the finding of the impact assessment on the media activities in the ESA region, **explore opportunities to scale the approach for behavior change programming in other regions or countries.**

Support private sector associations to convene investment forums where private sector investors can demonstrate intent to invest, should regulatory conditions improve. These platforms can be useful to advocate and push for policy change.

Ensure the NSA apex group includes a mix of civil society and private sector agribusiness associations, as the private sector perspective helps to unlock growth and increase investment.

RESOURCE & INVESTMENT ACHIEVEMENTS

Ghana

Continental

Tanzania

East Africa Region

Senegal

West Africa Region

Kenya

Guinea

Nigeria

DRC

Optimizing Organizational Development for Agricultural Transformation

1. **An open, reform-minded leader, who sees the need for assistance and is ready to act on recommendations, is a critical success factor in enabling constructive engagement.**
ACTESA, ONC, and CORAF leadership teams saw the respective OCA, PICAL, and institutional audit as a solution and a tool to help address their needs. As a result, they were engaged as participants, recognized the value of the exercise, and supported its findings.

2. **Stakeholders with high level of organizational influence need to be identified early and engaged in the Organizational Capacity Assessment (OCA) process.**
In addition, stakeholder mapping and analysis can be a useful exercise to help target organizations identify critical partnerships and better understand the (unmet) needs of stakeholders to inform OD activities.

3. **To make an OCA worthwhile, organizations should have the capacity and readiness to change. For organizations that lack capacity and readiness to change, alternative approaches to the OCA can be useful for kick-starting the process of organizational change.**
In contrast to the OCA approach, in some cases Africa Lead moved immediately to support identified needs (either through rapid assessments, workshops, training needs assessments, or informal interactions while conducting other joint activities) with organizations to achieve targeted results. This type of support can serve as an entry point, helping to build confidence and leading to discovery of more insights and gaps, and ultimately refinement of the OD approach and interventions.

4. **Team building activities, or simply working together within a facilitated process, often leads to better understanding and eventually cooperation among organizations.**
While functional organizational systems are needed to address institutional constraints, soft skills such as team building, leadership mentoring and improving cross-department dynamics can also be useful for kick starting the process of organizational change effectively across organizations and networks.

5. **Building trust as a neutral facilitator has helped Africa Lead to play a key role at the systems level.**
Across the program's portfolio, Africa Lead developed trust with beneficiaries as a neutral facilitator to empower participants to achieve self-defined goals and objectives. As a result, beneficiaries were more likely to ask for help from Africa Lead and view the project as a partner without a specific agenda to execute.

6. **Linking organizational performance to roles in a broader system has important implications for M&E and the sustainability of capacity development support.**
One lesson learned during the Program Review, and through the revision of Africa Lead's PMP, is that OCAs are not practical as an M&E tool for assessing organizational change. As an alternative, the Africa Lead team developed the BPAT to capture change at the organizational or network level in the precise CAADP and Malabo themes that are of interest to a food security policy reform or agricultural transformation project.

Critical success factors for OD interventions:

One of Africa Lead's primary objectives is to improve capacity among key institutions involved in developing and managing national agricultural and food security programs. As such, the findings from the Program Review provide useful insights to better understand how organizational development tools and processes can contribute to agricultural transformation.

Optimizing Organizational Development for Agricultural Transformation

Sequence interventions to engage beneficiaries with an activity, such as team building, C4C training, or facilitated workshops on useful goals such as roles and responsibilities, strategic planning, and internal coordination. This establishes the program as a neutral, competent service provider that is interested in helping the beneficiary become stronger. Interventions designed to build and strengthen soft skills such as communication and team work and an organizational culture of continuous improvement are useful "entry points" for longer term OD interventions

Develop practical guidelines or toolkit for local experts designed to complement the OCA process. The toolkit can include guidance and templates for important pre- and post-actions to maximize the impact and use of OCA findings, such as stakeholder mapping, templates for reports and work plans, and possible options for next steps, including developing a customized capacity building plan, publishing reports to share with partners for funding, and workshop(s) to explain the results and recommendations to the organization and relevant stakeholders.

In cases where a capacity assessment is demand-driven, leadership values the process, and the organization is open to implementing improvements, an OCA is useful if the resources and time horizon allow. Assess if leadership is open, reform-minded, and intends to use findings and recommendations to create change before embarking on a lengthy and costly OCA process. OCAs feed well into new strategic plans, clarifying an organization's mandate, sustainability planning, and identifying new staff to hire.

Benchmark key NSA and government actors in the agricultural transformation process at the beginning of the program, and follow up every one to two years. The BPAT tool can be timed to help prepare organizations for the biennial review, and to feed into annual planning processes.

Develop guidance to help local experts and facilitators design a tailored approach to organizational capacity development interventions based on Program Review findings. Often the OCA becomes the default choice, as donors and partners are not aware of or familiar with alternative approaches. Once this guidance is developed, provide training to the AL trainer/facilitator network on lessons learned and guidelines for selecting appropriate capacity assessment tools and methodologies.

Explore innovative ways to deliver targeted, demand-driven follow-on organizational strengthening support to consolidate the benefits and sustainability of previous investments. For example, Africa Lead recruited youth interns at CORAF, CILSS, and ECOWAS for a period of 12 months after capacity gaps were identified with OCAs conducted by the project in areas such as M&E, communication, marketing, and program management. In addition, OCA exercises can be paired with grants to implement recommendations or targeted coaching support to ensure findings are implemented.

Optimizing the Contribution of Regional Economic Communities' (REC) Secretariats for Agricultural Transformation

1. **Regional organizations can make significant impact as conveners, providing forums for learning and evidenced-based dialogue between the effective coordination to leverage the collective resources and energies of member states.**
Africa Lead's regional partner organizations achieved significant results highlighting important cross-border issues, such as aflatoxin, climate smart agriculture (CSA), plant pest and disease prevention, and learning about seeds. In addition, regional organizations also served an effective role by facilitating coordination among a variety of stakeholders to deliberate, brainstorm solutions, and ultimately advocate for change with member governments.

2. **While regional associations provide a strong platform to lobby governments, they are only as effective as their linkages to country level and local level issues.**
To identify and advocate for smallholder farmers and business issues, regional associations must have strong representation and effective communication to smallholder farmers as well as national associations.

3. **Facilitative leadership using adaptive learning and iteration can kick-start mutual accountability at the REC level where there is a delicate balance between the role of the REC as service providers and member states as clients, which can be politically sensitive and challenging to navigate.**
Africa Lead's experience demonstrates that using a collaborating, learning, and adapting (CLA) approach can be useful for motivating REC members to comply with policies, strategies, and commitments. CLA can serve to promote shared ownership, and encourage action among member states in a politically neutral manner.

Cross-border issues such as crop and human diseases, pests, livestock and nomadic health, and climate-related resilience activities are best managed at a coordinated regional level.

Regional economic communities (RECs) Secretariats have an important role to play in integrating M&E, conducting evidence-based research, convening platforms for collaboration and learning to inform planning, and facilitating standardized approaches, including regulatory harmonization and transparent uniform standards.

By carrying out these roles, REC Secretariats can have a transformative effect on regional agriculture. The following section presents lessons learned across Africa Lead's regional portfolio in East and West Africa and suggests recommendations for future programming to optimize the contribution of REC Secretariats to agricultural transformation.

4. **REC Secretariats can play an important role to facilitate the harmonization of simplified policies for inputs (such as seeds and fertilizer) that have a multiplier effect on productivity.**
Access to high quality seeds and fertilizer have a significant potential to boost agricultural productivity at a national level as well as improve incomes for farmers. However, seed testing through lengthy trials is costly, and governments and customs agents are reluctant to change due to entrenched interests. RECs play a unique role in pushing for regulatory simplification and harmonization on key issues that affect agriculture. As member organizations, RECs represent the interests of individual countries, but are also well positioned to offer convincing arguments about the benefit of reducing regulatory burdens.

5. **Access to high quality, reliable monitoring and performance data is critical for REC Secretariats to facilitate comparisons and problem solve across member states through regionally integrated M&E systems.** There is a great potential for regional and continental organizations to drive change when M&E data is integrated and shared consistently through a functional system. Because of this, the West and Central African Council for Agricultural Research (CORAF), ECOWAS, and the EAC are all in the process of developing integrated M&E platforms.

Recommendations for Future Programming

Provide coaching and training to REC Secretariats in CLA and facilitative leadership approaches. Train REC Secretariat staff on CLA through practical workshops and by exposing them to the benefits of continuous improvement in team-building exercises.

Support the development of a regionally integrated IT/MIS system that allows for member states to easily enter agricultural and food security M&E data that can be aggregated and analyzed at the REC and AUC-level in real time. Integrated programming, such as CAADP progress monitoring by country, combined with a regional MIS/IT platform, would be useful to address data collection and information sharing at the REC level. Both member countries and REC Secretariats often rely on assistance from donor programming for this kind of M&E and KM systems development, but it is rare that the same program works at the national, regional level, and continental levels. An integrated program to support M&E systems would lead to efficiencies and streamline reporting for the RECs. Explore feasibility of linking this with Biennial Review process, as M&E data feed into the progress reporting for Malabo.

Facilitate REC Secretariats to continue iteratively adapting, using CLA approaches to push for transformative regulatory reform. Once harmonized policies are adopted, a monitoring effort should be established by the REC Secretariats to track implementation on the ground.

Sustainability

Africa Lead aims to have lasting results by institutionalizing reform processes where civil society and the private sector engage meaningfully with the government, providing feedback and input through constructive dialogue forums (such as Joint Sector Review meetings and Agricultural Sector Working Groups), and by equipping transformational leaders with the knowledge, skills, and motivation to act in the agricultural sector. By strengthening institutional effectiveness to accelerate agricultural transformation, Africa Lead hopes to support sustainable mechanisms and processes by which ongoing, incremental positive change leads to reduced food insecurity over time. When participants are energized after C4C, the newfound skills of transformational leaders have a greater chance of becoming engrained if the skills are utilized in the near term or immediately after the training. The praise of the usefulness of Africa Lead's C4C leadership training in the work of beneficiaries across geographies and types of entities indicates that the skills gained have, in fact, had a lasting effect on the people who attended.

In addition, the findings from the Program Review provide useful insight to better understand how to achieve sustainable, transformative change in agricultural development:

- **Using local actors for developmental analysis, dialogue facilitation, and training increases the local sustainability of results and knowledge gained through the process.** The knowledge base gained through participation in these complicated, context-specific processes is valuable, and individuals that continue to be utilized locally help to leverage critical learning and relationships.

- **Reaching a critical mass and building mechanisms to support reform which endure after the project are both important hallmarks of successful, sustainable programming.** The institutionalization of the C4C curriculum in a local university in Senegal, and the coordinated C4C roll out to all Kenyan county governments by other donors are excellent examples of achieving scale and a sustainable legacy. In addition, the new programs for women and youth developed by local government authorities (LGAs) and member-based organizations (MBOs) in Tanzania and Ghana are also compelling examples of sustainable support to improve food security. In this case, Africa Lead motivated strong local MBOs to offer new services to women and youth, such as a loan package for poultry farming and a leatherworking livelihood activity using discarded hides.

- **By playing the role of facilitative leader, mentor, convener, and CLA partner, Africa Lead is helping to ensure beneficiaries establish the practice of**

collaborating to share lessons, monitoring progress to better understand results, and managing adaptively. As a result of this collaboration, partners will have improved chances of success that is sustainable and meaningful in the long term. For example, in Kenya, Africa Lead is collaborating as a CLA partner with the Partnership for Resilience and Economic Growth (PREG) to support the government agency in charge of coordinating resilience across drought stricken arid and semi-arid counties to assess outcomes, generate and share learning, and facilitate adaptive management actions.

Conditions for sustainable impact

- When beneficiaries are motivated to change, they request assistance themselves, engage constructively, and require less intervention subsidy.

- Change at all levels requires strong leadership. When there is momentum on the ground with transformational leadership and organizational capacity to implement, Africa Lead's approaches, tools, and support have more success.

- Sustainable, ongoing change at the systems level depends on strong organizations with capacity to implement transformational policies, programs, and processes.

Recommendations for Future Programming

Develop roster of local and regional experts in the areas of OD and agricultural policy reform based on Africa Lead's extensive experience to continue to deliver critical development analysis, dialogue facilitation, training, and other capacity-building interventions. Promote this roster with key beneficiary groups and organizations that hire trainers, such as RECs, ministry partners, Agriculture Sector Working Groups, other donor organizations, and training institutes.

Continue to develop an online database of Africa Lead trainers/facilitators' network to make it searchable and promote it with key system actors.

Consider the implications of the maturity of beneficiaries and adjust programming accordingly. Help young organizations develop new skills and good habits by requiring them to submit work plans and high quality M&E reports as part of grant agreements. If feasible, launch directly into functional capacity building with young governmental organizations (based on the Senegal success).

Continue to orient beneficiaries to the benefits of facilitative leadership and continuous improvement. Provide facilitative leadership training, mentoring, and coaching to these partners in the short term to enable them to support learning activities for member states in CAADP and Malabo implementation over the long term. In addition, this recommendation will be valuable with emerging groups of partners such as national-level NSA networks (like the Agricultural Council of Kenya) and coordination groups within the government (like the JSR Steering Committee in Nigeria), which can benefit from CLA training and mentoring in facilitative leadership to consolidate collaborative work among multiple organizations.

There is a sustainable ripple effect of the Training-of-Trainers, and the Advanced Training-of Master-Trainers in C4C, that can be replicated in future programming. Sustain and continue support to Africa Lead trainers, including follow-up coaching and mentoring on key topics such as facilitative leadership, CLA, IA, and guidance for selection the appropriate capacity assessment methodology.

The African Union Commission (AUC) and CNC could both benefit from facilitative leadership training that includes meaningful, practical exercises that help these continental groups adapt to existing country-level processes and contexts. By mastering facilitation based on shared goals, the AUC and CNC will demonstrate to their country-level counterparts that they are neutral facilitators interested in encouraging learning and purposeful collaboration, which should help build trust and improve cooperation over time.

Africa Lead II is Feed the Future's primary capacity building program in sub-Saharan Africa. Feed the Future (FTF) is the U.S. Government's global hunger and food security initiative.

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