

AFRICA LEADING ON AGRICULTURE

Supporting Country-Led Agricultural Transformation

Session Two: Supporting Platforms for Collaborative Governance

The Comprehensive Africa Agriculture Development Program (CAADP) is a pan-African policy framework for transforming agriculture. Achieving CAADP's ambitious goals requires that diverse stakeholder interests align around the design and implementation of programs that enhance agricultural development, increase food and nutrition security, and deliver economic growth and prosperity for all.

Building consensus on policy priorities among government, communities, civil society, and the private sector requires effective multi-sectorial, multi-stakeholder platforms. Such collaborative governance platforms can engender broad stakeholder support for policy priorities, build resilient relationships among policy system actors and institutions, streamline communication, and facilitate the mobilization of resources. Perhaps most importantly, they give stakeholders an opportunity to work together successfully, thereby building the trust needed to sustain collaboration and improve policy coherence.

But developing collaborative governance platforms can be challenging. While the specific factors that determine the prospects for change are highly localized, common challenges include uneven capacity among stakeholders, the difficulty of working against the status quo, weak incentives for cooperation, and the exclusion of certain groups, some of which may lack the capacity to participate in policy discussions. Furthermore, this sort of collaboration is inherently complex, occurring both horizontally (between sectors and agencies) and vertically (between global, regional, national, and sub-national levels). While this complexity is a strength of collaborative governance, it also underscores the importance of applying a systematic approach, and one that acknowledges the time and sustained effort needed to change the behavior of individuals and institutions.

USAID's Feed the Future (FTF) initiative recognizes that, despite these challenges, it is important to draw on the expertise, resources, and commitments of a broad set of stakeholders. As such, Africa Lead—FTF's flagship capacity-building project—sought to develop inclusive, effective, and sustainable platforms for collaborative governance.

At the most basic level, Africa Lead assisted countries across the continent in developing the institutional architecture (IA)—that is, the institutions, systems, and processes—to undertake transparent, inclusive, and evidence-based policymaking processes. In response to diverse country needs, the project developed the **Institutional Architecture Assessment, Prioritization, and Planning (IA-APP) Toolkit**, which promotes a participatory, multi-stakeholder self-assessment process to identify capacity gaps, design corresponding action plans, and monitor progress toward plan objectives. Africa Lead piloted the toolkit in Kenya, Senegal, Tanzania and Uganda where it proved useful for facilitating structured, consultative dialogue to identify capacity gaps, manage inclusive, evidence-based reform, and develop strategies using participatory processes.

Relatedly, in Kenya, Africa Lead supported the Ministry of Agriculture, Livestock, Fisheries, and Irrigation in using an inclusive process to develop the country's **Agricultural Sector Growth and Transformation Strategy**. Africa Lead facilitated “writeshops”—group writing exercises to produce drafts of the strategy—for 170 representatives from national and sub-national government, the private sector, universities, the Agricultural Council of Kenya (AgCK), and development partners. AgCK, which received extensive capacity-building support from Africa Lead, was particularly successful in engaging a new and more diverse set of stakeholders in the ASGTS development process.

Africa Lead also **built the capacity of NSAs to participate in policymaking processes**. In Senegal, for example, Africa Lead supported the Groupe de Dialogue Social et Politique (GDSP) to publish its contributions to Senegal's new National Agricultural Investment Plan (NAIP 2.0). GDSP is a non-state actor group, chaired and coordinated by the apex NSA group in Senegal, with the mandate to improve participation by NSAs in the implementation of CAADP in Senegal. In 2018, 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.

To ensure civil society's input fed into the 2018 JSR, for example, GDSP organized the Civil Society Consultative Workshop prior to the JSR. Today, the GDSP meets regularly to discuss policy issues. Similarly, in Nigeria, Africa Lead supported the Federal Ministry of Agriculture and Rural Development (FMARD) in establishing a JSR Steering Committee to ensure agricultural policies incorporate NSA feedback. Made up of representatives from FMARD and NSAs, the JSR Steering Committee served as a forum for improved dialogue and coordination with a more inclusive set of stakeholders, including the private sector, farmer groups, and civil society.

Africa Lead has also supported the Agricultural Council of Kenya (AgCK) since 2016 to serve as a functional apex body at the national level to facilitate high levels of participation from private sector value chain actors, youth and farmer groups in Kenya's NAIP/ASTGS development process. For example, in 2018, Africa Lead supported AgCK 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. Africa Lead also supported AgCK to develop a business plan and a resource mobilization strategy, led consultations with member organizations, and co-designed an institutional sustainability strategy and invitation of mentorship for resource mobilization.

To further strengthen the capacity of non-state actors (NSAs) working in agriculture and on food security, Africa Lead launched the **NSA Small Grants Program** with the CAADP Non-State Actors Coalition (CNC), a platform to engage NSAs in CAADP processes at the continental level. Grants sought to improve citizen engagement in food security at the subnational and national levels in Kenya and Senegal. In Kenya, for example, Africa Lead issued a grant to the Open Institute to train farmers and households in Nakuru County to collect and use agricultural data to develop evidence-based policy recommendations. Some 4,000 households contributed data that the Nakuru government has used to prioritize budget allocations for agricultural projects. Other grantees in Kenya include the Sugar Campaign for Change, which bolstered public participation in local planning and budgeting processes, and the Africa Agribusiness Academy, which received a grant to engage small and medium enterprises in setting policy priorities and engaging in policy

discussions at a national level. In Senegal, the GDSP and National Council for Consultation and Cooperation of Rural People (CNCR) received a grant to organize regional consultative committees in five regions of Senegal (Kaolak, Thies, Ziguinchor, Louga, and Matam) to improve the quality of the contributions of producer organizations and other NSAs in the CAADP Joint Sector Review (JSR) and in public policy dialogue.

USAID Perspective:

David Jacobstein, USAID DCHA/DRG Cross-Sectoral Programs Team. As a thought leader in this space, David will share some USAID perspectives and raise questions on collaborative governance and lessons learned for addressing political economy issues.

Panelists:

Constance Okeke, Project Manager Public Finance for Agriculture, ActionAid International Nigeria. ActionAid has partnered with several civil society organizations to develop the Value Addition Biennial Review (VAB) Toolkit as a compliment to the AUC's Agricultural Transformation Scorecard. As one of the key thought leaders piloting the VAB Toolkit, Constance will reflect on the perspectives of Non-State Actors and their increasingly important but often under-appreciated role in national and regional agricultural development processes.

Ibrahima Fall, Senegal Conseil National de Concertation et de Coopération des Ruraux (CNCR). The CNCR is Senegal's national, apex-level NSA organization that coordinates the Groupe de Dialogue Social et Politique, a non-state actor group with the mandate to improve participation by NSAs in the implementation of CAADP in Senegal. As a member of CNCR, Ibrahima will reflect on the perspectives of Non State Actors and their increasingly important but often under-appreciated role in national and regional agricultural development processes.

Anne Onyango, Agriculture Secretary, Ministry Agriculture, Livestock & Fisheries, Kenya. With close to 40 years of experience, Anne has managed multiple complex collaborative governance projects within Ministry of Agriculture in Kenya. She will share her wealth of experience on what works and how to address challenges.

Seynabou Diouf Mboup, former Focal Point for Food Security, Senegal Ministry of Agriculture and Rural Equipment (MAER). As the former focal point for Food Security at MAER, Mrs. Mboup has extensive experience in collaborative governance initiatives in Senegal, including the development and implementation of Senegal's first and second generation NAIPs and working with Africa Lead using the IA-APP approach for improving a multi-stakeholder coordination platform for NAIP implementation.

Rick O'Sullivan, Principal and Cofounder, Change Management Solutions. Rick is a thought leader with deep experience in supporting collaborative governance efforts, in particular with a focus on organizational and institutional strengthening. He will reflect on his global experience and share lessons learned on collaborations between the public and private sectors, as well as civil society.