

AFRICA LEADING ON AGRICULTURE

Supporting Country-Led Agricultural Transformation

Session One: Facilitative Leadership

Many countries supported under the U.S. Government Global Food Security Strategy face barriers to strengthening policy systems to achieve agricultural transformation and food security goals because of weak leadership and fractured decision-making processes, as well as a lack of organizational capacity of local institutions to meet public policy goals. Africa Lead sought to resolve these barriers by improving the leadership capacity of key actors in the policy system.

Africa Lead recognizes that achieving greater agricultural productivity and food security requires stronger, more results-oriented public and private organizations led by motivated, skilled, and visionary leaders. Through a facilitative leadership approach, Africa Lead worked diligently to identify and strengthen the capacity of individual leaders to support policy and institutional reform, which serve as drivers and accelerators of agricultural transformation. Africa Lead did this through a series of activities supporting facilitative leadership, including delivering the Champions for Change leadership training and the executive leadership course, as well as other leadership training and activities. In addition, Africa Lead also strengthened the role of facilitative leadership in various coordination and collaboration process between and among key policy actors.

A critical tool used by Africa Lead to build leadership capacity is the **Champions for Change (C4C) leadership training**, which consists of several modules that cover training and education on CAADP, national agriculture policy and food security, leadership, and change management. Africa Lead's C4C leadership training was instrumental in achieving transformational leadership change in multiple instances. In an effort to institutionalize transformative food security leadership development, Africa Lead worked to build the sustainability of the C4C Leadership training by **institutionalizing the C4C modules into university curriculum** in three countries including Ghana, Senegal and Nigeria. In total, six universities have adopted the C4C modules into their core agricultural curriculum. Concrete progress has been made in achieving scale and establishing a sustainable legacy for the C4C leadership training in several countries including Kenya, Ghana, Nigeria and Tanzania where **C4C cascading** took place. These C4C training of trainers (TOT) sessions, which developed a cadre of local trainers, have created a sustainable ripple effect, both in terms of replicating the training curriculum and providing the training content on a larger scale through a cadre of well qualified trainers. These efforts by Africa Lead helped to build sustainability of the C4C Leadership training and enabled it to reach more beneficiaries in a cost effective and efficient way. Africa Lead supported additional leadership training activities utilizing **C4C leadership training** in support of NAIP review and development in Guinea, to support the development of multi-stakeholder dialogue in Nigeria, and to build the capacity of government staff at the subnational level in Kenya.

Africa Lead worked with the African Management Initiative to create an **executive leadership course** designed to build a cadre of leaders capable of facilitating a collaborative multi-stakeholder CAADP process. Targeting leaders of key agricultural organizations, the six-month course helped participants work through practical leadership challenges that will enable them to strengthen the ability of their organizations to

effectively participate in the CAADP process to build stronger agricultural productivity and food security in the region.

Africa Lead used a facilitative leadership approach in several key activities to improve multisectoral coordination and collaboration between diverse stakeholder groups. In Senegal, Africa Lead supported a number of government and NSA organizations through **leadership and capacity building training**. Africa Lead worked with **APIX** leadership in Senegal to develop inclusive public-private dialogues and planning processes. Through support to **CLM** leadership, Africa Lead facilitated national policy coordination and coherence for nutrition planning in Senegal. Africa Lead provided capacity building support to Senegal's **BOS** to improve M&E capacity which resulted in better decision-making based on evidence. In Kenya, Africa Lead held a **Transformational Leadership Training for seven PREG counties**. In follow-up to the training, the project provided mentoring to county officials, helping them address challenges and ensuring their lessons learned inform USAID's future programming in the region. In South Sudan, Africa Lead supported the leadership of the **Partnership for Resilience and Recovery (PfRR)** through facilitation of the Accountability and Learning Event and an Institutional Architecture for Resilience (IA4R) assessment, as well as development of joint work planning strategy and tools. In Tanzania, Africa Lead—in collaboration with other implementing partners—supported 1,000 local government authority (LGA) officials through **LGA capacity building workshops** that applied a facilitative approach to support the NAIP process. Africa Lead also used a facilitative leadership approach to convene multi-stakeholder advisory committees through the **Policy Reform for Investment activity** in Kenya, Tanzania, and Senegal.

USAID perspectives:

Jeff Hill, former USAID Bureau for Food Security & USAID South Sudan. Jeff recently served as the head of Economic Growth at USAID/South Sudan. He brings deep experience working on community-based planning initiatives within the resilience context. Prior to his post in South Sudan, Jeff collaborated closely with the African Union on CAADP and was one of the original designers of Africa Lead phase I and II.

Panelists:

George Wamwere-Njoroge, Livestock Value Chain Manager, International Livestock Research Institute (ILRI). A graduate of Africa Lead's new Executive Leadership Course for Food Security, George will share his perspective on how well designed leadership training is making a big difference for him as a CGIAR manager and how these approaches can be scaled.

Magreth Henjewe, Project Coordinator, Governance at the Forum for Tanzania Capacity Building. Magreth has extensive experience facilitating multi-stakeholder processes for building consensus on policy and institutional change. She is also a trained Africa Lead trainer and has multiple years of experience delivering Africa Lead's Champions for Change training program.

John Agboola, Trainee, AGCO Africa Operations and former Africa Lead Champion for Change. A leading advocate for youth in agribusiness from Nigeria, John is an inspirational youth speaker, former Africa Lead Champion for Change and a young professional and will share trends and ideas for building the capacity of the next generation of agricultural policy leaders in Africa.

Aliou Boly, Africa Lead Deputy Chief of Party, West Africa Regional Director (Senegal). Aliou will share experience and lessons learned from Africa Lead's portfolio in Senegal, which includes efforts to scale and institutionalize the Africa Lead Champions for Change curriculum with six major universities in West Africa (Ghana, Nigeria, and Senegal) which have adopted training curriculum reaching over 600 students to date.