

AFRICA LEADING ON AGRICULTURE

Supporting Country-Led Agricultural Transformation

Session Three: Joint Work Planning and Implementation

The Comprehensive Africa Agricultural Development Program (CAADP) emphasizes inclusive, evidence-based planning, implementation, and monitoring. In fact, each CAADP compact country is required to develop a National Agriculture Investment Plan (NAIP), a five-year roadmap to achieving CAADP goals and commitments in the 2014 Malabo Declaration. To develop and implement successful NAIPs, countries should use a multi-stakeholder, multi-sectorial joint planning and implementation approach to build broad consensus on policy objectives and a strategy to achieve them. Similar joint planning and implementation approaches have been used to increase private sector participation in policy discussions, enhance the coherence of policy implementation, and ensure donors' work aligns with and advances CAADP and country goals.

As with establishing effective collaborative governance platforms, carrying out joint planning and implementation can be difficult. Diverse institutional or programmatic mandates, uneven capacity and resources among stakeholders, and constraints in institutional planning and budgeting processes are common challenges.

Despite these challenges, Feed the Future operates under the assumption that coordinating and leveraging the unique skills of partners from across sectors and the U.S. Government is the best way to help countries transform their food systems. Africa Lead, too, emphasized establishing and/or strengthening processes, networks, and platforms for thoughtful joint planning and implementation.

To assist countries in developing their NAIP 2.0s, Africa Lead collaborated with the IFPRI/ReSAKKS to develop tools and approaches to strengthen the local systems to update NAIPs, make them central to the budgeting process, and implement, monitor, and review the plans. In doing so, the project emphasized the importance of using more inclusive and participatory approaches to develop the plans. Africa Lead also built the capacity of local groups to participate in NAIP development processes. In Kenya, for example, Africa Lead supported the Agricultural Council of Kenya (AgCK) in facilitating high levels of participation from the private sector, youth, and farmer groups in the NAIP development process. In Senegal, Africa Lead supported the Groupe de Dialogue Social et Politique, a non-state actor group with a mandate to improve participation of NSAs in CAADP implementation in Senegal, in publishing its contributions to the country's NAIP 2.0.

Africa Lead also assisted in strengthening public-private dialogue on key policy issues. In Senegal, for example, the project helped the Agency for Investment Promotion and Major Projects / Agence pour la promotion des investissements et des grands travaux (APIX) increase public-private dialogue in northern Senegal, including by improving feedback loops between the public and private sector. Africa Lead advised APIX on developing a Public-Private Dialogue Framework to meet regularly to review and solve problems faced by local businesses. By strengthening platforms for engagement and dialogue with key non-state actors in the sector, APIX is improving the business-enabling environment for agribusinesses.

Also in Senegal, Africa Lead built the capacity of the Unit for the Fight against Malnutrition/Cellule de Lutte contre la Malnutrition (CLM) to oversee the country's Multi-sector Strategic Plan for Nutrition (PSMN), which requires the joint implementation of nutrition programming at all levels of government. Africa Lead provided CLM with training in strategic planning, team building, and negotiation and delegation. The project also organized training workshops to raise awareness of PSMN and build the capacity of those responsible for integrating elements of the plan into local development plans.

In East Africa, Africa Lead helped networks and transformative partnerships for resilience undertake joint planning and implementation. In Kenya, the project supported the Partnership for Resilience and Economic Growth (PREG), which brings together humanitarian and development partners working with the National Drought Management Authority and county governments in arid and semi-arid lands to coordinate resilience and economic growth activities. Africa Lead facilitated joint work planning that was instrumental in improving collaboration, communication, and mutual accountability among 26 USAID implementing partners. In South Sudan, Africa Lead supported similar joint work planning meetings as a member of the Partnership for Resilience and Recovery (PfRR), a coalition of donors, UN entities, and NGOs, to apply a unified and collaborative approach to reducing vulnerability and building resilience in communities throughout the country.

USAID Perspective:

Dorine Genga, Project Management Specialist - Resilience Learning at USAID/KEA. Dorine has extensive experience designing and supporting the Partnership for Resilience and Economic Growth (PREG) in the arid and semi-arid regions of Kenya. She will share her perspectives and insights from this collective planning and implementation initiative.

Panelists:

Ernest Ruzindaza, Senior Agriculture Specialist, World Bank, Burkina Faso. Ernest is the former Permanent Secretary of Agriculture in Rwanda and recently served as the Senior Advisor to the Commissioner of AU DREA and Head of CAADP at African Union. Experiences and lessons on Joint Planning & Implementation at different levels (National, Regional & Continental).

Paul Obunde, Policy and Planning Manager, Kenya National Drought Management Authority. As a member of the Partnership for Resilience and Economic Growth in Kenya, NDMA has played a critical role as the government counterpart for resilience efforts at local and national levels in Kenya. Paul will share his experience collaborating with a variety of stakeholders through the partnership, and how this has supported and strengthened NDMA's mandate.

Daniel Deng, Principal Global Practice Specialist, DAI Center for Secure and Stable States. As a thought leader in community based planning approaches, Daniel will share his experiences and lessons from the Partnership for Recovery and Resilience (PfRR) in South Sudan.

Mamadou Lamine Ba, Business Environment Director, APIX Investment Promotion Agency Senegal. As Director at APIX Investment Promotion Agency, Mamadou Lamine provides support for investors interested in doing business in Senegal and regularly publishes resources for investors and partners. He is responsible for the implementation of Regional Investment Platforms in targeted cities of Senegal, a project supported by Africa Lead and later the World Bank.