SCALING UP FOR FOOD SECURITY & RESILIENCE IN AFRICA
Africa Lead is one of Feed the Future and USAID’s food security capacity building programs in sub-Saharan Africa. Feed the Future is the U.S. Government’s global hunger and food security initiative.

The Africa Lead program works to help realize Feed the Future and the African Union’s Comprehensive Africa Agriculture Development Program (CAADP) goals of reduced hunger and poverty by building the capacity of individuals, institutions, and networks to drive African-led agriculture transformation. A five-year program, extended for an additional sixth program year, Africa Lead II builds on the success of the predecessor capacity building program Africa Lead I (2010 - 2013).

Facilitating African-Led Food Security & Resilience
Africa Lead’s goal is to support African-led policy transformation, where individuals, institutions, and networks are the driving force advancing Africa’s food security and resilience. Ultimately, these leaders, organizations, and groups are responsible for developing and sustaining policy priorities for reducing poverty and increasing nutrition through agriculture and achieving the goals of CAADP.

Transforming and Mobilizing Leaders, Institutions and Networks
Africa Lead facilitates African-led transformation and provides tools to support the growth of leaders, institutions, and networks to collaborate, mobilize and act to solve food security and resilience challenges on their own. The program’s various approaches increase dialogue and action on areas that advance agriculture policy, trade, civil society involvement, and public engagement to advance food security and resilience.

Feeding a Continent through Self-Reliance
Africa has enough resources to feed every man, woman, and child. However, rates of undernourishment across the continent represent a quarter of the world’s undernourished population. As African nations take leadership and collaborative action to address these challenges, the continent will become more self-reliant and resilient, ultimately reducing the need for aid.
Strengthening Self-Reliance for Africa’s Food Security & Resilience

USAID’s focus on self-reliance presents a new vision for development and humanitarian assistance: building a country’s capacity to plan, finance, and implement solutions to local development changes, and ensuring that there is a commitment to see these solutions through effectively, inclusively, and with accountability.

Africa Lead’s ultimate objective is to support African-led and African-owned policy processes and solutions to transform African agriculture, food security, and resilience.

From the continental system level to the sub-national system level, Africa Lead II set out to elevate the focus on policy change and country capacity to manage policy change process, to increase the role and contributions of non-state actors to agriculture transformation - including the private sector; Additionally, Africa Lead II focused on working with partners to strengthen country capacity to lead and manage the policy change process fundamental to improving food security and resilience outcomes. Improving these outcomes requires that countries bring their full suite of resources to bear; including human resources such as non-state actors and activated actors.

The following map presents Africa Lead’s programs and work in thematic areas related to food security and objectives, as well as tactical activities. Throughout the rest of the document Africa Lead’s activities will be mapped to its Theory of Change.

Mapping to CAADP Malabo Commitments

Many of the activities align with CAADP’s 7 Malabo Commitments

**CAADP Commitments**

1. Recommitment to the Principles and Values of the CAADP Process
2. Commitment to Enhancing Investment Finance in Agriculture
3. Commitment to Ending Hunger in Africa by 2025
4. Commitment to Halving Poverty by the year 2025, through Inclusive Agricultural Growth and Transformation
5. Commitment to Boosting Intra-African Trade in Agricultural commodities and services
6. Commitment to Enhancing Resilience of Livelihoods and Production Systems to Climate Variability and other related risks
7. Commitment to Mutual Accountability to Actions and Results

**CAADP Support from Continent to Country**

<table>
<thead>
<tr>
<th>CONTINENTAL</th>
<th>CAADP</th>
<th>INSTITUTIONS</th>
<th>USAID</th>
<th>AFRICA LEAD</th>
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<tbody>
<tr>
<td></td>
<td>African Union</td>
<td>Feed the Future (Bureau for Food Security)</td>
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<td>CAADP Non-State Actor Coalition (CNC)</td>
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<td>Regional Economic Communities &amp; Regional Intergovernmental Organization Non-state Actors</td>
<td>USAID Regional Missions</td>
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<tr>
<td>NATIONAL</td>
<td>National Agriculture Ministries Non-state Actors</td>
<td>USAID Country Missions</td>
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<tr>
<td>LOCAL</td>
<td>County, Local Government Authorities Community Based Organizations</td>
<td>USAID Implementing Programs</td>
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Program Focus

Bureau for Food Security
- Continental CAADP Backbone Support to African Union
- NSA platform support
- National agriculture policy planning
- Continental food safety and invasive species policy learning

Senegal
- Nutrition policy coordination and strengthening
- Country and subnational CAADP Backbone Support
- Leadership training

Guinea
- Country CAADP Backbone Support
- National agriculture investment planning

Sierra Leone
- Leadership training
- Public sector strengthening

Sahel Regional Office / Burkina Faso Mission
- National agriculture investment planning

West Africa Region
- Leadership training
- National agriculture investment planning
- Trainer & facilitator network
- Institutional Architecture (IA)
- Continental learning networks

Ghana
- Leadership training
- Youth and women networks

Nigeria
- National agriculture investment planning
- Leadership training
- Country CAADP Backbone Support

Democratic Republic of Congo
- Leadership training
- Public sector strengthening

East and Southern Africa
- RIGO/REC strengthening
- Leadership training
- Regional agriculture investment planning

South Sudan
- Resilience network facilitation - leadership, coordination and learning

Kenya
- National agriculture policy planning
- National agriculture investment planning
- Non-state actor strengthening
- Sub-national leadership capacity
- Resilience network facilitation - leadership, coordination and learning
- Country and subnational CAADP Backbone Support
- Private sector NSA support
- Institutional architecture
- Collaborative governance support

Somalia
- Resilience network facilitation - leadership, coordination and learning

Tanzania
- National agriculture policy planning
- Collaborative governance support
- Leadership trainings
- Non-state actor strengthening
- Institutional architecture
- Media program
- Youth agribusiness support
Africa Lead’s Reach & Presence

As a cooperative agreement and buy-in mechanism through the Bureau for Food Security the project’s scope is continental. It had an original ceiling of $70 million that was expanded to $95 million in 2017. While it is a BFS core-funded program, Africa Lead was largely funded through buy-ins from bilateral Feed the Future countries in Africa and Regional Missions.

Over the life of the project Africa Lead had various in-country and regional offices that allowed our staff to work directly with continental, regional, national, and sub-national stakeholders, including USAID and Feed the Future teams.
Key Project Results

**6,610 organizations supported**

**26,627 individuals engaged**

**742 food security events**

**2,968 training activities**

**$75M dollars (at least) leveraged from partner contributions to match its own programming expenditures**

As a result of AL support (2017-2019), 132 organizations are applying improved practices:

- **Private sector, community, & farmer organizations supported**
  - 2,226
  - 940

- **Organizations by buy-in**
  - 5 - Community-Based Organization
  - 4 - NGO
  - 1 - Women’s Group
  - 6 - Working Group
  - 6 - NSA Networks
  - 8 - Trade and Business Association

- **Individuals reached with programs and activities**
  - 26,627

- **African countries represented (country of origin) in Africa Lead programs**
  - 42

- **Dollars (at least) leveraged from partner contributions to match its own programming expenditures**
  - 42
  - $75M
Africa Lead’s Story of Change & Evolution

Africa Lead II (2013-2019) evolved from the predecessor project, Africa Lead I (2010-2013). The foundation of Africa Lead I’s success was primarily in leadership capacity building. In its initial design, Africa Lead II carried forward much of the programs, while expanding support to strengthen institutional capacity, the management of policy change and alignment processes, and enhance the capacity and engagement of Non-State Actors (NSAs), including the private sector.

Theory of Change

Africa Lead’s theory of change was revisited over the course of the program as part of pause and reflect moments with stakeholders, beneficiaries, partners, and USAID staff. These pause and reflect moments included the Africa Lead Program Review (2013-2017), Africa Lead Lessons Learned Event (February 2018), and quarterly and annual staff reflections on lessons learned. Ultimately, as a result of our own adaptive management approach to Africa Lead, a refined and updated Theory of Change (TOC) was adopted as part of a revised Performance, Monitoring, Evaluation, and Learning Plan (PMELP) submitted and accepted in early 2019.

The revised TOC (Figure 1) includes three “pillars” that ultimately contribute to improved African-led food security and resilience. These pillars are home to clusters of similar activities which are called “Program Areas.” The following are the three pillars:

1. Supporting the transformation of African leaders and organizations,
2. Activating networks and collaborative action, and
3. Empowering African-led policy solutions

The TOC also reflects that Africa Lead’s unique “Approaches” are central to the ability to deliver effective programming and activities in these pillars.
Pillar 1: “Transforming Leaders and Institutions”

Africa Lead strengthens leadership and management capacity of key policy actors and stakeholders to improve institutional effectiveness for agricultural transformation. Institutional effectiveness in this context is defined as the capacity of individuals, organizations, and networks to develop, lead, and manage the iterative process of improving policies and programs over time. If leaders and institutions have strengthened capacity, they are better equipped to function at the system-level and perform key roles in the policy reform process, such as engage in inclusive dialogue, collaborate across organizations, and coordinate participation and platforms for coalition-building among a variety of stakeholders.

Pillar 2: “Activating Networks and Collaborative Action”

Activated networks and collaborative actions are key to driving transformative change. If stakeholders are able to engage in purposeful collaboration and make use of improved capacity (such as information, resources, skills, and relationships), then increased social capital and alignment will lead to inclusive and open dialogue, transparency, shared vision and trust among them. Africa Lead support under this pillar results in enhanced collaboration and effective coordination among food security and resilience stakeholders to activate networks, improve alignment with local priorities, and mobilize collective action.

Pillar 3: “African-led policy solutions”

When institutional effectiveness, leadership skills, and social capital are strengthened among key policy actors, then leaders and institutions are better able to collaborative effectively and institutionalize sustainable mechanisms and processes by which ongoing, incremental positive change leads to improved food security and resilience over time. Africa Lead works to empower an inclusive set of stakeholders to lead by facilitation, adaptively manage and hold themselves accountable for improved, broad-based food security and resilience policy outcomes.

Africa Lead’s Approaches

1. Adaptive Management / Design - Learning platforms and data tools for organizations to inform planning, implementation and decision making.
2. Collaborating, Learning, & Adapting (CLA) - A USAID practice and approach that helps USAID and USAID programs implement strategic collaboration, continuous learning, and adaptive management through all components of a Program Cycle.
3. Collective Impact - Using a common agenda, shared measurement systems, mutually reinforcing activities, continuous communication, and backbone support organizations to achieve greater results.
4. Facilitative Leadership - Supporting groups of people and organizations to reflect and work together in solving complex, multi-stakeholder policy and program challenges.
5. Facilitated & Experiential Learning - Learning, knowledge and skills through n-person learning visits, exchanges, and experiences.
6. Institutional Integration - Facilitating the cooperation and collaboration among different government organizations, both vertically and horizontally.
7. Individual & Institutional Inclusion - Ensuring all types of stakeholders, institutions and voices are represented throughout the process.
8. Integrated Strategic Communications - Include planning for and the utilization of communications tools and strategies to enhance food security and resilience initiatives.
9. Localization / African-led prioritization - Support donors, NGOs and other organizations to coordinate planning and decision making in the communities where their programs are implemented.
10. Stakeholder Owned & Driven Process - Putting trust in skills and knowhow of committed counterpart leaders and organizations.
11. Transformative Partnerships - Partnerships that recognizes that no one organization or sector alone can solve complex development challenges leveraging combined skills, assets, technologies, and resources of the private, public, and nonprofit sectors.
12. Exemplary Management & Leadership (Internal) - Program operations and management utilize same principles, approaches and behaviors that guide our external programming.
Leadership Capacity & Management at Scale

Africa Lead’s work at the individual level focused on building resilient skills, especially around leadership, at all levels of the policy system. Research has shown that investments in individual leadership and change management capabilities generate substantial rates of return for organizational development and help to prepare future workforces. Africa Lead focused on strengthening the leadership and management capacity of key policy actors and stakeholders with targeted training focused on improving individual leadership capabilities.

Africa Lead’s focus was not only on delivering leadership training and building the capacity of leaders. Africa Lead also focused on scaling and cascading trainings and entrenching the culture, concepts and programming of Africa Lead’s approaches with long-term sustainability in mind. This involved working to build networks of leaders and facilitators, and to “institutionalize” the training curriculums within local institutions and other donor programs.

Africa Lead worked to accomplish these goals through some of the following program activities:

- Leadership Training & Capacity Building
- Facilitator and Trainer Capacity
- Institutionalization of Leadership Trainings and Programs
- Cascaded Trainings and Programs

Transform Leaders & Institutions

Africa Lead Customized & Technical Trainings

<table>
<thead>
<tr>
<th>FEMALE</th>
<th>MALE</th>
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Participants Trained: 7,188

Participants from 25 Countries

Trainings supported by USAID Buy-Ins

A subcategory of the customized trainings are Champions for Change & Leadership Focused Trainings

Champions and Leaders trained from 3,096

18 countries with support from 10 Buy-Ins
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 and 600 students have completed the courses.

Nearly all of the Africa Lead trainings were delivered by Africa Lead-trained facilitators. The program invested in building the capacity of experienced facilitators and trainers and creating a network that was able to understand and facilitate discussions relating to agricultural transformation. This network of nearly 100 trainers across the continent conducted training in over 27 different content areas for approximately 312 different organizations, institutions and agencies.

In the sixth and final program year, Africa Lead piloted a new leadership training program based on lessons learned from Africa Lead I and II. The intensive six-month program combined in-person workshops and online learning with action learning projects and on-the-job feedback. Delivered to a cohort of 20 competitively selected leaders from East and Southern Africa, the training required participants to pay for or enlist their organization or company to pay for a portion of their tuition.

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The “Champions for Change” (C4C) leadership training was a cornerstone activity of Africa Lead II, based on the core curriculum from Africa Lead I. A five-day customizable course given by trained facilitators, the C4C training was designed to train and motivate individual leaders at all levels of agriculture – farmers, government, NSA groups, and other key food security institutions – to catalyze the transformation of the agriculture sector and improve food security.
Rose Funja from Tanzania was a participant in Africa Lead’s Young Champions for Change Fellows Training in 2014. She is passionate about the use of ICT for agriculture. Today, she runs Agrinfo Company LTD, a technology company she started to organize the agribusiness sector’s information and make it accessible and easily searchable for farmers.

The Champions for Change training empowered me to pursue ICT for agriculture, specifically the use of drones for agriculture. It also equipped me with leadership skills and knowledge on how to be an agent for change. Today, we are working in three villages in Chemba district, and piloting a maize pre-harvest loss project in Dodoma that will use drone data to calibrate satellite imagery.

Aichi Kitalyi, a Tanzania-based Africa Lead facilitator and trainer, participated in Africa Lead’s continentally-focused C4C Training of Trainers course in 2016. With a PhD in Agriculture from the University of Reading, UK, she says the training gave her the skills that have allowed her to provide facilitation for various country-level policy efforts and several food security-focused organizations including COMESA, FAO, World Bank, ILRI, and Heifer International.

“The Champions for Change training matured me into a professional facilitator. I learned the meaning and values of emotional intelligence and got introduced to cognitive psychology concepts. I have facilitated more than 30 professional convenings, the biggest being the nationwide socialization convening for the Agriculture Sector Development Program (ASDP 2) in Tanzania.”

In 2015 and 2016, Africa Lead delivered 35 Champions for Change trainings in partnership with 22 of Kenya’s 47 county governments reaching 1,075 government employees and NSA leaders.

“After the Champions for Change training, my county [Bomet County] realized that transforming the agriculture sector needed more extension officers and technical staff. We trained and employed more youth extension workers reducing the extension officer to farmer ratio from 1:2,000 to 1:1,200,” said Beatrice Kirui who participated in the training at the time as the Bomet County Executive Commissioner for Agriculture and Agribusiness. As a result of action planning completed in the trainings, the county enhanced productivity in the dairy, feed, and fodder sectors, and identified opportunities for local and export of sweet potatoes produced in the county, leading to the development of a new sweet potato bread factory.

Before October 2017, Vozbeth Kofi Azumah had never thought of getting involved in agriculture. Then he participated in USAID Ghana and Africa Lead’s Beige Foundation Agribusiness and Entrepreneurship Development Boot Camp, which he says is where his “agricultural journey started and was shaped by the training.” “The good news,” he told Africa Lead in 2018, “is that after the training, the skills acquired has helped me to win a pitching competition worth 120,000 GHS (or $20,000 USD) as equity financing to support my startup livestock company Breeder’s Hub.” Vozbeth was the lead feature in the May 2019 New York Times article about Africa’s agripreneurs entitled Millennials ‘Make Farming Sexy’ in Africa, Where Tilling the Soil Once Meant Shame by Sarah Maslin Nir.
Organizational Strengthening & Change Management

Strong leaders must have enabling environments to work within. To complement Africa Lead’s leadership strengthening efforts, the program worked to improve capacity among targeted and key institutions involved in developing and managing national agricultural and food security programs. Africa Lead applied different approaches across the program to assess organizational capacity, diagnose issues, and ultimately, prepare a plan and recommendations to support organizational strengthening and change management.

- Africa Lead focused on strengthening organizations and institutions in the following ways:
  - Public Sector & Government Strengthening
  - Non-State Actor Strengthening
  - Organizational Development of Regional Intergovernmental Organizations
  - Training Needs Assessments & Customized Trainings

West and Central Africa Council for Agricultural Research and Development (CORAF/WECARD)

A council with 22 member states in West and Central Africa, CORAF has a mission is to promote and enable sustainable improvements in agricultural productivity, competitiveness, and markets in West and Central Africa. Africa Lead provided targeted technical assistance including support to the Board of Directors via a Board Governance Capacity Development Workshop, Advanced Leadership and Team Building Training, M&E/Results Based Management (RBM) training, and an institutional audit to identify areas of improvement in CORAF’s management structure and practices to reinforce its financial sustainability and mandate as the lead agricultural research institution in West Africa.

Bureau de Stratégie et de Développement (BSD)

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) - 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 clarify roles and fostered a sense of collective ownership over the PNIASAN II development, and ultimately, its implementation.
Activate Networks & Collaborative Action

Transformative Partnerships & Networks

Africa Lead complemented capacity building for effective leaders and institutions with support to “activate networks and collaborative action.” Specifically, Africa Lead sought to develop and strengthen the multi-sectoral, multi-stakeholder collaborative networks, practices, and platforms that make collaborative action possible by supporting transformative partnerships and networks. These mechanisms for collaboration build strong relationships among policy system actors and institutions, as well as streamline communication, facilitate the mobilization of resources, and engender broad stakeholder support for policy priorities. Perhaps most importantly, they give stakeholders an opportunity to work together successfully, thereby building the trust to sustain collaboration and improve policy coherence.

Africa Lead’s work in this area focused in the following areas:

- Non-State Actor Platforms
- Women & Youth Networks
- Online Learning and Collaboration Networks
- Resilience Learning & Collaboration Platforms

USAID Kenya’s Partnership for Resilience and Economic Growth (PREG)

PREG brings together humanitarian and development partners working with Kenya’s National Drought Management Authority (NDMA) and county governments in arid and semi-arid lands to coordinate resilience and economic growth activities. In addition to developing and implementing a learning agenda and building NDMA capacity, Africa Lead supported PREG by facilitating joint work planning that helped improve collaboration, communication, and mutual accountability among 26 USAID implementing partners. As a result of various joint planning and team-building workshops facilitated by Africa Lead, partners identified 49 sites to layer activities resulting in improved joint planning and coordination for resilience priorities at the national and county levels.

CAADP Non-State Actor Coalition (CNC)

To broaden stakeholder participation in CAADP processes, Africa Lead supported NSAs to launch and strengthen the capacity of the CAADP Non-State Actors Coalition (CNC), an inclusive platform for discussing and advocating policies to increase farmers’ productivity and enhance food security. Through a grant to the Agency for Cooperation and Research in Development (ACORD), Africa Lead supported the organizational development of the CNC Secretariat. The project also raised CNC’s profile among key CAADP actors, including the African Union Commission, the Regional Economic Communities, and the African Union Development Agency (AUDA-NEPAD). Today, the CNC represents more than 250 affiliate NSAs who serve as a collective voice on CAADP with the AU, regional bodies, and country leaders.
Mobilizing Policy Actors, Participants, and Advocates

A key aspect of building sustainable and effective networks and platforms is ensuring they are inclusive and representative of a diverse set of stakeholders. Broad participation in collaborative networks allows stakeholders to interact with one another and engage the government with evidence-driven positions on existing and potential policies. As such, as part of its effort to activate networks and collective action, Africa Lead mobilized policy actors, participants, and advocates—NSAs, the private sector, women, and youth—to participate more fully in agricultural sector decision-making processes using a combination of grants, capacity building, training, and media and outreach. As a result, more stakeholders—from NSA networks to farmer groups to youth agricultural entrepreneurs—are participating in CAADP processes, and their perspectives are now integral to policy making.

Africa Lead’s work in this area focused in the following areas:

- Non-State Actor & Community Advocacy
- Mobilizing and educating youth and women through media programming
- Facilitating private sector investment and engagement

Africa Lead launched a small grants program to strengthen NSA networks and citizen engagement in food security with the CNC. In Kenya, the Open Institute trained citizens to collect and use agricultural data to develop evidence-based policy recommendations; county governments then used the data to prioritize budget allocations for agricultural projects. In Senegal, Groupe de Dialogue Social et Politique and the Conseil National de Concertation et de Cooperation des Ruraux used their grant to organize a workshop to strengthen their contributions to the country’s Joint Sector Review.

Africa Lead provided critical institutional development support for this nascent organization, helping it fulfill its mandate to serve as Kenya’s apex agricultural group. AgCK’s membership increased from 13 to 21 organizations representing 2.8 million farmers and including universities, media, youth and women’s groups, and the private sector. AgCK now plays an important role in engaging the government to define key value chains, conduct member consultations, and develop policies and recommendations to support the National Agriculture Investment Plan review process.
Collaborative Governance

Collaborative governance involves the government, community, and private sectors working together to achieve more than any one sector could achieve on its own. Africa Lead worked to foster collaborative governance by supporting inclusive public-private dialogues and planning processes, while also building on its approaches to leadership strengthening, collaboration and coordination, and facilitative leadership.

Africa Lead employed a variety of tools and programmatic efforts to drive collaborative governance efforts to address food security challenges and achieve CAADP goals, including:

- **Institutional Architecture**
- **Public Sector - Private Sector Dialogue Platforms**
- **National Agriculture Investment Plan (NAIP) Development**
- **Support to Donor Working Groups**

To guide countries through the NAIP development process, Africa Lead supported the International Food Policy Research Institute (IFPRI)/ReSAKKS to develop the African Union (AU) NAIP Toolkit for Malabo Domestication. The toolkit included 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. The project subsequently worked with the AUC to facilitate NAIP Malabo Domestication Workshops in Ethiopia, Ghana, Kenya, Nigeria, Tanzania, and Uganda. Lessons learned and recommendations for improving the NAIP process were then presented at the Malabo Policy Learning Event on the Biennial Review Report and Process in 2018.

In Senegal, Africa Lead provided technical assistance to build the capacity of APIX to facilitate increased investment in agriculture. Support focused on APIX’s efforts to establish a regional investment platform to attract businesses in the predominantly agricultural northern region of Senegal. Africa Lead also worked to build APIX’s capacity to increase public-private dialogue in northern Senegal, including by improving feedback loops between the public and private sector and developing a Public-Private Dialogue Framework to meet regularly to review and solve problems faced by local businesses.
Institutional Architecture Assessment, Prioritization, & Planning (IA-APP) Toolkit

Institutional architecture (IA) provides a framework for understanding and improving a country’s capacity to undertake transparent, inclusive, and evidence-based policy change. This capacity is fundamental to improving food security, reducing hunger and malnutrition, and strengthening resilience among individuals and communities. Investing in strengthening a country’s IA is a USAID Global Food Security Strategy priority.

Since 2013, in-depth institutional architecture assessments have been used by the USAID Bureau of Food Security, USAID Missions, local policymakers, and other key stakeholders to better understand possible constraints that could stymie effective policy change processes in specific countries and regions. Based on this experience, Africa Lead developed a suite of customizable tools, known as the Institutional Architecture Assessment, Prioritization & Planning (IA-APP) toolkit, to facilitate a multi-stakeholder process using participatory self-assessment and collaborative decision-making to design a plan to strengthen IA. The process empowers stakeholders to collectively identify priority issues and co-develop solutions for strengthening inclusive, evidence-based policy change.

The toolkit and participatory approach has been carried out in a pilot phase in four countries (Kenya, Tanzania, Senegal, and Uganda). Africa Lead has also begun training its facilitator and trainer network on how to deliver the toolkit and approach at the country level.

The IA-APP Process in Support of Country & CAADP Processes

- Government endorsement of MD commitments
- Improved NAIP
- NAIP targets are met
- Country Report to the Biennial Review

Country Pilot of New IA-APP Toolkit
- Kenya
- Tanzania
- Senegal
- Uganda

Previous IA Assessment Reports by Country or Region
- DRC (IAA)(2014)
- Ethiopia (IAA)(2013)
- Ghana (IAA)(2013)
- Malawi I (IAA)(2013)
- Malawi II (IAA)(2016)
- Mozambique (IAA)(2014)
- Rwanda (IAA)(2013)
- Senegal (IAA)(2013)
- Tanzania (IAA)(2013)
- Uganda (IAA)(2013)
- Zambia (IAA)(2014)
Adaptive Management Systems

Africa Lead recognizes that improved evidenced-based policy learning and adaptive management can contribute to transformative changes in Africa’s agriculture. Africa Lead promoted learning and adaptation through M&E capacity building of government organizations, support and facilitation for evidence-based input and dialogue from NSAs into policy-making processes, facilitation and organization of learning events and networking activities, and the creation and dissemination of tools for CAADP awareness building.

- Monitoring & Evaluation Capacity Building
- Policy Data and Dashboard Systems
- Agriculture Policy Learning Events (APLEs)
- Cross-Border Policy & Trade Learning Events
- Joint Sector Reviews

In Senegal, the reform-minded President pushed to implement and monitor the Plan Senegal Emergent (PSE), which will benefit rural populations. In 2015, the Bureau Operationnel de Suivi (BOS) was established by presidential decree with a mandate to monitor the government’s implementation of the PSE. Africa Lead worked with BOS to improve its M&E capacity, including methodology, planning, tools, and reporting, allowing for more effective real-time monitoring of the PSE that included the implementation of a food security dashboard monitoring system.

In East Africa, Africa Lead partnered with USAID Kenya and East Africa to implement a regional pilot seed activity to enhance learning, coordination, operationalize regional policies, and unlock specific barriers to regional seed trade. After holding national leadership dialogues with 49 national leaders from across East Africa, two learning visits were facilitated in Uganda and Kenya which included seed sector leaders from seven countries: Ethiopia, Kenya, Tanzania, Uganda, Rwanda, South Sudan, and Zambia. The cross-country engagement reviewed seed certification processes and border operations to identify specific actions to take, including conducting bi-annual audits of country seed certification processes and building a regional system to determine demand and surplus in different countries.
CAADP Backbone

In 2003 in Maputo, Mozambique, African heads of state through the African Union launched the Comprehensive Africa Agriculture Development Programme (CAADP), Africa’s policy framework for agriculture and agriculture-led development aimed at reducing poverty and increasing food security on the continent. In 2014, with CAADP having faced various challenges, including the ability to measure progress of the goals, African heads of state recommitted and re-established the goals of CAADP, through the Malabo Declaration.

• African Union Advisory, Facilitation & Strategy Support
• CAADP Accountability Processes (Joint Sector Reviews & National Agriculture Investment Plans)
• CAADP Biennial Review facilitation, learning, and training support
• CAADP Development Partners Coordination Group (DPCG)
The 2014 Malabo Declaration includes food security goals to be attained by 2025. Africa Lead supported the AU’s Department of Rural Economy and Agriculture (AUC/DREA) in developing these commitments. The project helped plan, design, and facilitate a leadership retreat for permanent secretaries and heads of ministries of agriculture to discuss how best to operationalize the 2014 declaration. Africa Lead also facilitated the development of the Malabo Implementation Strategy and Roadmap (IS&R), a 24-month rollout plan and budget.

One of the major recommendations from the 1st BR report was to establish a country-to-country, peer-to-peer learning and collaboration platform for the exchange of best practices. In late 2018 the AU and Africa Lead launched the CAADP Peer-to-Peer (P2P) Network to facilitate increased learning and sharing among practitioners and technicians working on CAADP at the country level. Central to the network is an online collaboration platform. Africa Lead also hosted and convened a variety of learning exchange webinars on various technical topics for the network’s more than 100 members.

To educate stakeholders on CAADP and the Biennial Review process, Africa Lead worked with the AU to develop a CAADP Biennial Review communications and advocacy toolkit that advocates at any level can use to inform the public and decision-makers about the importance of CAADP. It provides presentation materials, advocacy tools and guidelines, and an interactive online application to navigate the results of the 2018 Biennial Review. In June 2019, during the 15th CAADP Partnership Platform (PP) meeting the AU officially launched the toolkit.

The CAADP Biennial Review (BR) assesses country progress against a common set of indicators and thematic areas of the Malabo Declaration. Africa Lead provided extensive capacity-building assistance in the runup to the January 2018 review, training BR trainers and country technical staff, including 156 data experts from 51 AU countries. Africa Lead was also involved in continental and country-based post-review dissemination and learning events and helped develop plans for using the 2018 BR report. More recently, in preparation for the 2020 Biennial Review process and report, Africa Lead conducted a Training of Trainers on BR Technical Guidelines and Process.

CAADP Peer-to-Peer Network

CAADP Biennial Review Communications & Advocacy Toolkit
Inclusion & Engagement

“Reaffirming our resolve towards ensuring, through deliberate and targeted public support, that all segments of our populations, particularly women, the youth, and other disadvantaged sectors of our societies, must participate and directly benefit from the growth and transformation opportunities to improve their lives and livelihoods.”

Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods Malabo, Equatorial Guinea • June 26-27, 2014

To support Africa’s efforts to achieve the goals of an inclusive agricultural transformation, Africa Lead set out to engage underrepresented voices in agriculture policy and agriculture development.

Women

In sub-Saharan Africa women are heavily involved in food production, processing, and marketing. Yet, on average, only 15% of African women are landholders and are all too often left out of decisions and policy making. In African agricultural research institutions alone, women represent 24% of researchers and only 14% hold leadership positions.

Africa Lead programs and activities consciously targeted support and engagement of women leaders in government and non-state actor organizations. The program has also sought to educate and sensitize leaders, organizations and governments on the importance of incorporating and providing space for a more gender inclusive approach that truly represents the significant share women hold in Africa’s agricultural transformation, in the field and in the boardroom.

Africa Lead supported over 2,600 women from public sector/government institutions and over 6,450 women from non-state actor organizations. 36% of individuals Africa Lead supported between 2014-2019 were women.
Youth & Women Media Programming

With USAID Tanzania and USAID East Africa, Africa Lead developed two innovative media campaigns to engage youth and women in agriculture advocacy and agribusiness. In Tanzania, Africa Lead supported an educational media campaign that entailed a 52-week radio show and a feature-length film series, “Kumekucha,” which showed inspiring stories of youth and women smallholder farmers. Africa Lead also supported Africa’s first agriculture reality TV show, “Don’t Lose the Plot,” with youth competing to build the most effective agribusiness. The program was shown across East Africa (Tanzania, Kenya, and Uganda). Together, 9-plus million women and youth listeners and viewers were reached with the programming in Kenya and Tanzania. Kumekucha films and actors have been nominated for and won multiple African film awards including prizes at the Zanzibar Film Festival.

Private Sector

Government alone cannot be responsible for guiding, leading, and implementing transformational agendas. That’s one of the reasons why Africa Lead focused on including the private sector in policy discussions and capacity building, reaching over 1,800 private sector companies and organizations in its work. Africa Lead facilitated the multisectoral development of National Agricultural Development Plans in six countries, with deep engagement of the private sector.

Youth

The fourth Malabo Commitment sets out to halve poverty by the year 2025, through “Inclusive Agricultural Growth and Transformation”, including to create job opportunities for at least 30% of the youth in agricultural value chains”. Africa Lead programming set out to directly support this commitment; Champions for Change programs engaged youth networks in West Africa, NSA support targeted youth organizations, and a Youth Agribusiness Boot Camp became a popular training in Kenya and West Africa.
23 SCALING UP FOR FOOD SECURITY & RESILIENCE IN AFRICA
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.