



Local Data and Inclusive Dialogue for Food Security: Engaging Non-State Actors in CAADP Implementation

LESSONS FROM AFRICA LEAD'S SMALL GRANT PROGRAM IN KENYA AND SENEGAL



Context

Africa Lead, one of USAID and Feed the Future's capacity building programs for food security in Africa, supports agricultural transformation as proposed by the African Union's Comprehensive Africa Agriculture Development Programme (CAADP). CAADP was adopted by African Union (AU) member states in 2003 as a policy framework to accelerate agriculture-led growth, while elevating improved food security and nutrition as well as increasing incomes in Africa's largely agriculture-based economies.

CAADP is framed by seven ambitious goals to be achieved by 2025. In 2014, all African heads of state re-committed to these targets and principles in the Malabo Declaration (see box to the right). Although CAADP is driven largely by public sector institutions within countries, non-state actors (NSAs) at national and subnational levels play an important role in helping to inform plans, generate data, drive adaptive management, and improve programs to achieve these goals at the continental level.

1. Re-commitment to the Principles and Values of the CAADP Process.
2. Enhancing Investment Finance in Agriculture.
3. Ending Hunger in Africa by 2025
4. Enhancing Agriculture's Contribution to Economic Growth and Significant Poverty Reduction (by at least half).
5. Boosting Intra-African Trade in Agricultural Commodities and Services.
6. Enhancing Resilience of Livelihoods and Production Systems to Climate Variability and Other Related Risks.
7. Mutual Accountability to Actions and Results.

The Malabo Declaration emphasizes the importance of multi-stakeholder partnerships and alliances, especially with NSAs, to contribute to policy development, implementation, and monitoring of the continental framework. These alliances are necessary because CAADP goals are ambitious and cannot be achieved by the public sector alone. In fact, the vision for CAADP as a country-led transformation agenda relies on strong and collaborative partnerships between public and private sectors – between governments, civil societies, farmers, pastoralists, and agribusinesses – for collective impact.

How do we define “subnational” ?

“Existing or occurring below a national level: relating to or being a group or region within a nation.”

Across Africa, governmental bodies at the subnational level take various forms, including regions, states, sectors, departments, provinces, counties, communities, councils, municipalities, local government authorities, rural and urban authorities, districts, special status cities, villages, wards, territories, prefectures, governorates, delegations, and so on.

source: <https://www.oecd.org/regional/regional-policy/sngs-around-the-world.htm>

Collective Impact is the commitment of a group of actors from different sectors to a common agenda for solving a specific social problem, using a structured form of collaboration. The concept of collective impact was first articulated in the 2011 Stanford Social Innovation Review article *Collective Impact*, written by John Kania, Managing Director at FSG, and Mark Kramer, Kennedy School at Harvard and Co-founder FSG. The concept of collective impact hinges on the idea that in order for organizations to create lasting solutions to social problems on a large-scale, they need to coordinate their efforts and work together around a clearly defined goal. The approach of collective impact is placed in contrast to “isolated impact,” where organizations primarily work alone to solve social problem.

Initiatives must meet five criteria in order to be considered collective impact:

- **Common agenda:** All participating organizations (government agencies, non-profits, community members, etc.) have a shared vision for social change that includes a common understanding of the problem and a joint approach to solving the problem through agreed upon actions.
- **Shared measurement system:** Agreement on the ways success will be measured and reported with key indicators by all participating organizations.
- **Mutually reinforcing activities:** Engagement of a diverse set of stakeholders, typically in multiple sectors, coordinating a set of differentiated activities through a mutually reinforcing plan of action.
- **Continuous communication:** Frequent communications over a long period of time among key players within and between organizations, to build trust and encourage ongoing learning and adaptation.
- **Backbone organization:** Ongoing support provided by an independent staff. The backbone staff tends to play six roles to move the initiative forward: Guide vision and strategy; Support aligned activity; Establish shared measurement practices; Build public will; Advance policy; and Mobilize funding.

Source: “*Collective Impact*,” *Stanford Social Innovation Review*, Winter 2011.

To drive transformational change for agriculture, CAADP principles emphasize the inclusion of NSAs in the policy process to ensure reform is accountable and responsive to and effective for citizens – and that the concerns of smallholder farmers, entrepreneurs, women and youth, and local agribusinesses are reflected in the national agenda.

At the national level, a key mechanism to achieve CAADP goals is to develop a country-specific agriculture investment plan called a National Agriculture Investment Plan (NAIP), which is linked to or representative of the CAADP process under the Malabo Declaration. African countries are in various stages of developing or

revising their NAIPs to become consistent with Malabo Declaration commitments and targets (these are called “Malabo-compliant” NAIPs). NSAs must play an active and constructive role in this revision process to ensure that investments prioritize food security outcomes. NSAs also routinely participate in individual country Joint Sector Reviews (JSRs), which are important feedback loops to enhance mutual accountability between the public and private sectors to review a country’s achievements toward CAADP goals.

In 2018, the African Union released its Inaugural Biennial Review (BR) Report of the African Union Commission on the Implementation of the Malabo Declaration, declaring it a major review of CAADP and Africa’s progress toward self-reliance and transparency. The BR Report marked a watershed milestone for CAADP mutual accountability, as it was based on self-reporting on 43 indicators across the seven commitments of the Malabo Declaration. Furthermore, the report highlighted that less than half — 20 of 47 AU member states that reported — are on track to meet the Malabo Declaration goals and targets by 2025. Commitments included spending at

least 10 percent of public expenditure on agriculture, achieving six percent annual growth in the agricultural sector, reducing post-harvest losses by 50 percent, tripling intra-African trade in agriculture, and reducing malnutrition to less than 10 percent – all by 2025.

The scorecards for each country and region in the BR report serve as a transparency mechanism to drive transformation and engagement, encouraging heads of state and governments to assess original commitments against performance. Available to all stakeholders in agriculture — government ministries, private sector companies, civil society, farmer organizations, development partners, and citizens — the BR process also serves as a feedback loop to stimulate dialogue, collaborative problem-solving, and a more inclusive African-led process to increase investment in agriculture. Finally, it is a way to elevate the use, generation, and value of data and evidence-based, peer learning for CAADP.

BR Data is now Available in an Online, Interactive Toolkit

The screenshot displays the 'Country Comparison Tool' interface. At the top, there are navigation tabs: HOME, BY COMMITMENT, REGION/COUNTRY SCORES, ALL SCORES, and INFO & RESOURCES. Below the navigation, there are two map icons representing Kenya and Senegal. The main content area shows a table with the following data:

	4.77 ON TRACK	3.84 NOT ON TRACK
	KENYA	SENEGAL
01 Completing national CAADP process	10.00	7.14
Establishing CAADP-based cooperation, partnership & alliance	6.07	0.69
Establishing CAADP-based policy & institutional review/setting/support	7.67	5.82
02 Public expenditures in agriculture	1.16	9.34
Domestic private sector investment in agriculture, agribusiness, agro-industry		
Foreign private sector investment in agriculture, agribusiness, agro-industry		
Enhancing access to finance	6.36	0.82
Access to agriculture inputs and technologies	5.43	3.11
Doubling agricultural productivity	1.00	0.62
03 Reduction of post-harvest loss	0.00	0.00
Strengthening social protection	6.89	6.89
Improving food security and nutrition	1.57	2.26
Sustaining agricultural GDP for poverty reduction	2.58	2.58
Establishing inclusive PPPs for commodity value chains	2.00	0.00
Creating jobs for youth in agricultural value chains	0.00	4.63
Women participation in agri-business	0.00	0.00
05 Tripling intra-African trade for agriculture commodities and services	0.00	4.58
Establishing intra-African trade policies and institutional conditions	7.75	1.01
06 Ensuring resilience to climate-related risks	0.00	2.03
Investment in resilience building	6.20	6.20
Increasing country capacity for evidence-based planning, impi, and MSE	10.00	0.00
07 Fostering peer review and mutual accountability	8.06	7.78
Conducting a biennial agriculture review process	9.70	9.47

At the bottom of the monitor, a blue button contains the URL: <https://au.int/caadp/toolkit>

Background on Africa Lead's Small Grants Program

Africa Lead's approach to facilitating inclusive policy dialogue and coordination between government and NSAs is based on a model called "collaborative governance." This model brings together public and private stakeholders in collective forums with public agencies to engage in consensus-oriented decision-making. Recent research across a range of policy sectors identified critical variables that can influence whether or not this mode of governance will produce successful collaboration.¹ For instance, power imbalances between stakeholders are common in collaborative governance. If some stakeholders do not have the capacity, organization, status, or resources to participate – or to participate on equal footing with other stakeholders – the collaborative governance process will be prone to manipulation by stronger actors. Power imbalances can be particularly problematic when important stakeholders such as small-scale farmers do not have the organizational infrastructure to be represented in collaborative governance processes.

Because the capability and level of awareness of local actors varies from country to country, effective NSA engagement in CAADP is uneven across the continent. In response to this challenge, Africa Lead partnered with the CAADP Non-State Actors Coalition (CNC), a continental representative body of NSAs, to launch the Small Grants Program (SGP) to help grow the network of NSAs aligned to CAADP and improve citizen engagement in key food security investment priorities. The first iteration of the SGP focused on funding NSA efforts in two countries, Kenya and Senegal. With funding from USAID's Bureau for Food Security, the SGP supported seven organizations² (six in Kenya and one in Senegal) to explore participatory, bottom-up approaches to build NSA capacity for collecting and using data to engage with government at the subnational level. SGP partners were encouraged to pilot new approaches and models or scale up small projects that have demonstrated success.

¹ Ansell and Gash, "Collaborative Governance in Theory and Practice"

² One of the seven organizations, Agricultural Council of Kenya (AgCK), is a national-level apex network in Kenya and a long-term partner of Africa Lead. When the SGP was launched, AgCK was not yet ready to receive direct grant funding. As an alternative, Africa Lead converted the grant proposal into a program activity and provided direct support to AgCK's activities. In addition, AgCK was included as part of the SGP, participating in training, workshops, and learning events to increase their capacity in grant administration and award management. As a result of the increased capacity gained in partnership with Africa Lead, AgCK now receives grant funding directly and is scaling up its activities piloted under the SGP.

CAADP Non-State Actors Coalition

The CAADP Non-State Actors Coalition (CNC), a key partner of Africa Lead, is a continental platform for African NSA engaged in agriculture to coordinate their support to the CAADP agenda. NSAs included in the CNC include food producers, pastoralists and farmer organizations, private sector, women, smallholders, youth, media, and academic organizations. Since 2010, CNC has been operating as a loose network of NSAs with the aim of enhancing citizen engagement in CAADP implementation through evidence-based policy advocacy and capacity development. CNC was launched at the CAADP Partnership Platform in March 2015 by Her Excellency Rhoda Peace Tumusiime, Commissioner for Department of Rural Economy and Agriculture of the African Union.

Snapshot of Key Results from SGP



\$98,062 to six organizations in Kenya and one in Senegal



\$32,000 leveraged in cost share with partner organizations



Organizations represent or have reach to **6 million** individuals at subnational level



23 events engaged with **800** individuals



4,000 households provided data points



9 learning products or policy briefs developed

Specifically, the SGP aimed to catalyze membership-based NSAs with active constituencies at subnational levels to pilot-test approaches and models for:

1. Using data generated through CAADP monitoring activities for advocacy and strategic communication to improve citizen engagement in food security issues.
2. Gathering and collecting additional, qualitative information to contextualize and localize progress on Malabo Commitments/CAADP.
3. Gathering and collecting useful data to improve and strengthen CAADP/Malabo progress monitoring, including feedback on data availability and quality.
4. Designing and implementing programs aligned with and in support of the CAADP agenda.
5. Promoting collaboration to translate data generated by the Biennial Review process into policy recommendations for broad dissemination to the public.
6. Connecting and creating networks among NSAs in ways that encourage accountability to citizens for positive impacts on target populations, particularly smallholder farmers.

Project Profiles

Organization	Activity Title	Grant Objectives	Key Accomplishments
The Sugar Campaign for Change (SUCAM), Kenya	Strengthening public participation during planning and budgeting for agricultural and food security projects in the counties of Homabay, Kisumu, and Kakamega.	To profile agricultural projects aimed at addressing food security in the sugarcane growing areas of Homabay, Kisumu, and Kakamega and inform the farmers on the CAADP process; to form Budgeting Action Groups and facilitate their engagement with Homabay, Kisumu, and Kakamega Budgeting Committees and Members of County Assembly (MCAs) during budgeting for the fiscal year 2018/19.	<ol style="list-style-type: none"> 1. Data collection, analysis, validation, and reporting on government-supported food security and nutrition projects in Kakamega, Kisumu, and Homabay Counties. 2. Identification and mobilization of community resource persons in the project areas. 3. Formation of 45 Budget Action Groups (BAGs) (15 groups per county), including training on the county-level budget-making process. 4. Support to BAGs to develop and present nine proposals to county government for the FY2019/2020 budget cycle.
Open Institute (OI) Kenya	Nakuru North Farmers Data for Development.	<ol style="list-style-type: none"> 1. To train farmers in two locations in Nakuru North (the smallest administrative area in Kenya) on data, its use, and its value to their prosperity in order to create awareness and develop a culture of data usage for decision-making in the community. 2. To establish opportunities for competitiveness and potential for improved agribusiness for the community by collecting in-depth data relating to production costs, type of farming, produce and harvest trends, distance to markets, size of land, support systems (e.g., sources of support and support needed), water availability and sources, water management, relationship with agriculture officers, etc. 	<ol style="list-style-type: none"> 1. Identification and training of farmers on data collection in two locations in Nakuru county. 2. Collection and analysis of data from more than 4,000 farmers. 3. Data fair to share data with participating communities. 4. Online publication of data (https://datalocal.info/farmersdata). 5. Farmers' submission of a memo to the Governor of Nakuru County stating their priorities for upcoming budget decisions and county-level planning (and sharing published data).

Organization	Activity Title	Grant Objectives	Key Accomplishments
African Agribusiness Academy (AAA) Kenya	Fostering organized and vibrant agro-based small and medium-sized enterprises (SMEs) in Kenya for sustained entrepreneurship.	<ol style="list-style-type: none"> To organize agro-based SMEs into a legitimate forum for strategic and focused policy dialogue. To empower the agro-based SME forum to interpret CAADP in view of their operations and investment to support their policy dialogue agenda. 	<ol style="list-style-type: none"> Mapping and profiling of agribusiness micro, small, and medium-sized enterprises (MSMEs). Sensitization of 43 stakeholders on CAADP. Empowerment of the 42 agro-based SMEs to interpret CAADP, the Biennial Review process, and their role in realization of Malabo commitments with a view to identify investment opportunities with optimal impact and returns. Validation and adoption of a policy position paper by 22 agro-based MSMEs. Formation of a working group to spearhead policy engagement at the national level.
National Potato Council of Kenya (NPCK)	Enhancing information sharing and policy dialogue for improved agribusinesses and welfare of actors along the potato value chains.	<ol style="list-style-type: none"> To enhance involvement of farmers and other actors in CAADP processes through national and county stakeholders' forums and consultative meetings. To enhance participation of farmers and other actors in policy-making, budget-making, and accountability follow up at national and county levels. 	<ol style="list-style-type: none"> Sensitization and training workshops on policy, budget-making, and CAADP principles at national and county levels (Meru and Nakuru counties). Contributions to county-level potato strategy development for Nakuru and Elgeyo Marakwet counties. Evaluation and calculation of investments in agriculture and potato value chains; monitoring and implementation of CAADP commitment.
Kericho Dairy Development Organization Kenya	Strengthening county non-state actor engagements in county food and nutrition security for economic prosperity.	<ol style="list-style-type: none"> To create awareness of the high prevalence of under-nutrition in Kericho County – primarily in the rural community – and the related socioeconomic impact on the local economy. To initiate and lead change to reverse the trend through advocacy and lobbying among all stakeholders for stability of food availability, access, and utilization in Kericho County. 	<ol style="list-style-type: none"> Stakeholder mapping in Kericho County. Stakeholder mobilization and sensitization workshop. Development of data collection tools to conduct capacity assessment among agricultural stakeholders in Kericho County.
Conseil National de Concertation et de Cooperation des Ruraux (CNCR) Senegal	Development of data collection tools and a monitoring system to improve the implementation of Senegal's National Agriculture and Food Security Investment Plan (PNIASAN).	To develop tools to collect information and to conduct analysis to improve the monitoring and implementation of the PNIASAN. Also, the CNCR currently leads the Policy Dialogue Group (GDSP), which is recognized by the government's steering committee responsible for managing the PNIASAN. As such, the CNCR's tools will be designed to support the GDSP's contribution to monitoring and implementing of the PNIASAN.	Organized regional consultative committees in five regions of Senegal (Kaolack, 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.

Organization	Activity Title	Grant Objectives	Key Accomplishments
Agricultural Council of Kenya (AgCK)	Government agricultural expenditure: Budget tracking and implications for agriculture sector growth and development through Non-State Actors Advocacy and Consultation Tool (NSA-ACT).	To build the capacity of NSAs in Kenya on the NSA-ACT to support effective policy dialogue processes on agriculture budgetary allocation and expenditures.	<ol style="list-style-type: none"> 1. Identification and training of 18 NSAs on ACT methodology and budget allocation process. 2. NSA "write-shop" to develop a policy brief to engage Nakuru county government informed by research on agriculture sector budgetary allocation for the past three years and the implications for agricultural development in Nakuru county. 3. Validation and presentation of policy brief to Nakuru county government.

Program Lessons

Activities under the SGP generated lessons that may benefit other NSAs working to engage with government at the subnational level in food security issues in Africa. In collaboration with partners, Africa Lead synthesized the learning into the following five lessons:

1. The CAADP process is complex and far removed from subnational decision-making. To be useful for bottom-up, locally-driven reform efforts, certain actors need to serve as translators that contextualize the framework and interpret commitments for stakeholders at subnational levels. Not all aspects of CAADP are useful or relevant for local actors.
2. It is possible and beneficial to mobilize citizens from the community and village level to contribute to the prioritization, design, and monitoring of agricultural investments at subnational levels.
3. The capacity of citizens to contribute to a data-driven approach to prioritization, monitoring, and planning agricultural activities at the subnational level should not be underestimated. This approach requires relatively little investment, but adds significant value to the quality of decision-making.
4. Policy makers and rural communities tend to prioritize infrastructure projects over investments in agriculture. While this issue ultimately depends on political will, NSAs can help highlight the return on investment for agriculture projects and generate evidence on the impact on food security and nutrition outcomes.
5. Since most agricultural activities are implemented at the community levels, the partnership between citizens and local government is critical. When government leadership at the local level is open and receptive to collaboration with NSA, there is a unique window of opportunity for reform and for achieving effective results for grassroots communities through collaborative governance.





LESSON 1

The CAADP process is complex and far removed from subnational units – it should be explained, interpreted, and demystified for local stakeholders

The CAADP process is complex. It was designed in 2003 at the continental level but over the years, the framework has become a guidepost for local action. The 2014 CAADP Malabo Declaration reinforced the principle that CAADP would be implemented primarily within countries. Countries would be accountable to their own citizenry for actions and results and mutually accountable to other countries through a data-driven biennial peer-review mechanism. CAADP principles emphasize inclusivity, participation, and local action in the development, implementation, and monitoring of regular National Agricultural Investment Plans (NAIPs) in order to drive agricultural transformation. While CAADP envisions and expects an inclusive process, in practical terms it can be challenging to explain and interpret CAADP into actionable projects, activities, and programs on the ground (i.e., at the subnational level).

Insights from Research

NSAs have a critical role to play in evidence translation – an active process through which different actors identify, filter, interpret, adapt, contextualize and communicate evidence for the purposes of policymaking, rather than passively transferring evidence. These translators can be evidence producers, policymakers, or intermediaries such as journalists, advocates, and expert advisors. According to recent research, translation is an essential function and, absent individuals or organizations taking up the translator role, evidence translation and evidence-informed policymaking do not take place.

Critical to the translators' ability to gain access to policymakers and to promote the uptake of evidence is the translator's credibility. Policymakers' prior interactions with translators, translators' relevant training and expertise, demonstrated ability to co-create productively, and an alignment between policymakers' and translators' objectives were most important in building translators' credibility.

Two other important translator skills are closely connected – political know-how and stakeholder engagement. We define political know-how as the

ability to identify obstacles to translation and evidence uptake and to develop strategies to overcome them. Stakeholder engagement is a key strategy and skill to overcome some of the most common obstacles to evidence uptake, including political contestation and lack of buy-in.

While policymakers tend to be most receptive to impact evidence – the gold standard of evidence – other types of rigorous evidence, as well as less rigorous evidence, including direct experience and observation (or experiential evidence) often play an important and complementary role, contextualizing the evidence, providing insight into potential issues that need further investigation, and convincing individuals to whom quantitative evidence does not speak.³

SGP-supported Activities

The SGP also revealed insights about how different factors influence translators' abilities to promote the use of evidence in policymaking. Several grantees implemented local-level learning and advocacy programs on CAADP. The National Potato Council of Kenya (NPCK), for example, found that breaking down such a complex and multi-layered process to make sense at the local level can be daunting. There is very limited knowledge about CAADP principles among subnational stakeholder – and limited capacity for translating these principles into policy and budget priorities.

Another grantee, the Africa Agribusiness Academy (AAA), found great demand for practical information while working with MSMEs. In working with MSMEs, AAA encountered questions such as:

- “What should be the role of small business in CAADP?”
- “Where can they get resources?”
- “How can they be involved?”
- “How is CAADP connected to other processes such as the newly-minted Continental Free Trade Area?”

³ Caroline Poirrier, Nathaniel Heller, Preston Whitt, “Evidence Translators' Role in Evidence-Informed Policymaking,” 2018.

Lessons Learned from the SGP

As grantees provided information and training in local settings, clear lessons emerged that suggest an important role for grassroots NSAs in disseminating CAADP information:

- Translators should simplify and interpret CAADP as practical, locally digestible actions and goals. These actions and goals should then be reflected in subnational unit plans, policies, budgets, and laws. NSAs can play an important role here in designing and implementing CAADP-compliant extension activities.
- Innovative communications and tools should be tailored to the needs of subnational audiences. Farmers, for example, need not know about detailed continental processes. Instead, translators should explain CAADP in terms of the topics that matter to farmers – such as market access, reliable input systems, technology, managing climate variability, and food safety.
- NSAs, and in particular civil society organizations, have an important role as translators and intermediaries between national-level frameworks and plans and locally driven agricultural projects and activities. Understanding the actors and processes that bridge the gap between evidence and policymaking is key to enhancing their effectiveness.
- Apex bodies and associations have an important role to play in representing NSA in policy dialogues and platforms for collaborative governance. While private sector actors and farmers may not have capacity to produce expert-level analysis or academic-style research, there is still value in “experiential evidence” in the policy-making process. Representative bodies, such as private sector associations and apex networks, can help build credibility for NSAs by providing useful input and feedback to improve collaborative governance.





LESSON 2

It is possible and beneficial to organize individuals from the community and village level to effectively contribute to collaborative governance at the subnational level, including engaging in the design and development of agricultural projects

SGP-supported Activities

Two projects tested approaches to more effectively engage ordinary citizens in public sector agricultural project planning processes. In Senegal, the Conseil National de Concertation et de Cooperation des Ruraux (CNCR) established regional multi-stakeholder committees to link rural stakeholders to the NAIP development process, giving them an important voice in agricultural project priority setting and monitoring process.

Similarly, a Kenyan agriculture advocacy group, the Sugar Campaign for Change (SUCAM), developed an innovative mechanism called Budget Action Groups (BAGs) to organize participation in agricultural project identification, prioritization, costing, budgeting, implementation, and monitoring within county governments. Through this approach, villagers and localized rural and agricultural communities are able to, on the basis of their needs and through

participatory deliberation, directly influence projects that their county governments select and implement. The villagers are also able to monitor elements such as cost-effectiveness, quality, and timeliness of implementation.

Lessons Learned from the SGP

- In Kenya, as in Senegal, public participation in development planning is an important theme. BAGs and similar institutional innovations have great potential for wider applicability across Africa. They will allow individuals to have a voice in the project implementation.
- Citizen engagement in budget planning and decision-making is not a one-time activity. When the project development is seen as a cycle and stakeholders are organized to engage during all stages of that cycle, there is greater follow-up, budget efficiency, and return on investment.





LESSON 3

A data-driven approach to decision-making at local levels requires relatively little investment but adds significant value to the quality of decisions

The CAADP process relies on the availability of high quality data to measure performance. Unfortunately actionable data is often lacking at local levels, and poor country data systems continue to be a weak link in the process. Where data is collected, it may not be accessible, accurate, and credible. This problem becomes more acute at the subnational level.

SGP-supported Activities

The Open Institute (OI) sought to address questions around the openness, availability, validation, and use of data in local and rural environments. Through the SGP, OI collected comprehensive data from more than 4,000 farmers, and then analyzed and debated it. They then used this data to inform issues and priorities in partnership with the county government.

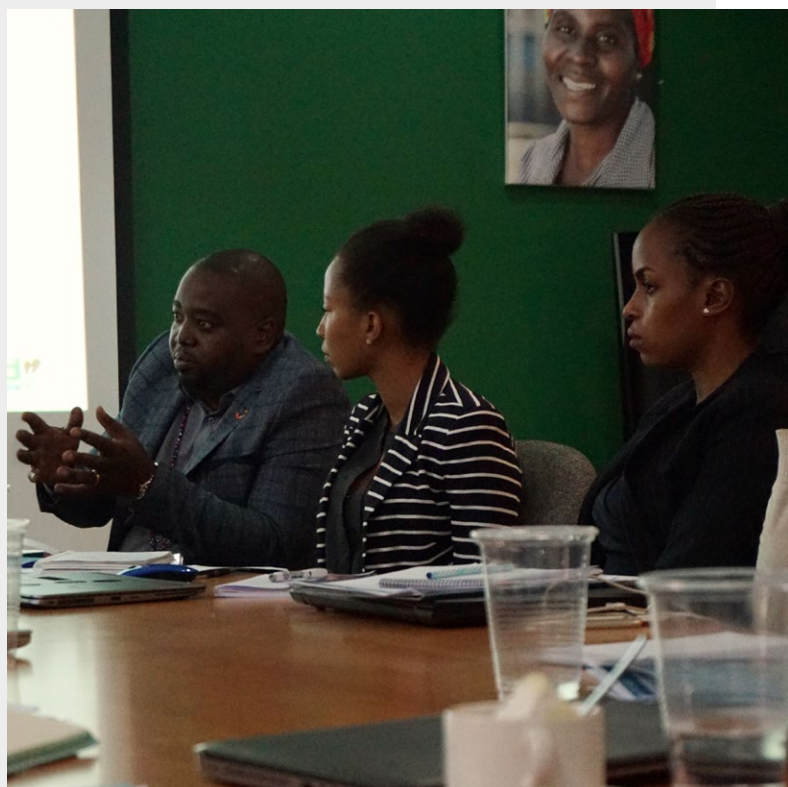
OI indicated that the government saw citizen-generated data as reliable and in line with data

quality standards. OI attributed this judgement to the fact that citizens and local communities, with proper instruction and minimal training are adept at identifying data inaccuracies.

Lessons Learned from the SGP

Clear lessons emerged from the SGP activities:

- Citizen generated data – which may be crowd-sourced – has great potential to complement traditional data sources.
- Citizens, civil society groups, and the private sector can appreciate and use data for decision-making. Citizens can also play an important role in validating and ensuring the accuracy of data on key agricultural issues.
- New technologies, like smartphones and tablets, offer opportunities for more efficient, cost-effective data collection at local levels.





LESSON 4

Policy makers and rural communities tend to prioritize infrastructure projects over investments in agriculture. While this issue ultimately depends on political will, NSAs can help highlight the return on investment for agriculture projects and generate evidence on the impact on food security and nutrition outcomes

SGP-supported Activities

Almost all SGP partners found a default preference for infrastructure-related development projects over investments in food security and nutrition activities. For example, in Kenyan counties such as Kakamega, Kisumu, and Homa Bay, projects that promote viability, affordability, and proper use of agricultural inputs would be sacrificed in place of projects that involve permanent buildings, structures, roads, and other physical assets.

Despite this preference, physical infrastructure does not necessarily generate a higher return on investment or have more impact on rural livelihoods. For example, SUCAM found that local populations in these counties were suffering from malnutrition and because of low levels of food production, had to import food from neighboring countries. In addition, SUCAM found that community elites can take advantage of power imbalances to divert funds allocated to food and nutrition security to other projects. According to SUCAM's assessment, it presents serious consequences at local levels when mechanisms for budget accountability and transparency are not in place. For example, local government can fall victim to political patronage and communities can suffer from surges in food imports.

Lessons Learned from the SGP

Some clear lessons emerged from the SGP experience in this area:

- There is relatively little interest in agricultural projects among local leadership and communities despite apparent potential benefits.
- There is limited capacity and information to analyze competing priorities and to make informed decisions at the county level. Decisions are driven less by objective data and more by political considerations.
- There is low visibility of agriculture projects. While the benefits are obvious and, in many cases, longer-lasting, leaders fail to communicate and highlight them.
- As a result, few solid arguments are made for investment in agriculture during local meetings. NSAs could do a much better job at illustrating the economic benefits of investment projects under consideration to inform debate.
- NSAs need to build capacity to lobby.
- County-level government officials need to understand the multiple roles that agriculture can play as a pathway out of poverty. Agriculture is not only a reliable job creator; it provides food, income, and raw materials for local small-scale processing industries.
- Because the decision to prioritize infrastructure over agricultural activities can often be a political one, data-driven evidence and constructive engagement from citizens in prioritizing investments can help to change the calculus for policy makers.





LESSON 5

Most agricultural activities are implemented at the community level, so the partnership between citizens and local government is critical. When local government leadership is open and receptive to collaboration with NSAs, there is a unique opportunity for reform and for achieving effective results for grassroots communities through collaborative governance

The principle of subsidiarity, especially in the context of CAADP, requires that action (i.e., policy making and investments) be carried out at and by the lowest possible unit where it is optimally feasible. Africa Lead's collaboration with NSA under the SGP demonstrated that platforms for collaborative governance at the county or subnational level can be both efficient and effective for local communities, including farmers, consumers, agri-traders, and other stakeholders.

In addition, as the ultimate users of evidence in the evidence-informed policymaking ecosystem, policymakers have an important role to play in fostering evidence generation, translation, and uptake. They can promote evidence-informed policymaking by championing that practice generally, as well as by championing individual evidence-informed policies.

SGP-supported Activities

NSAs can use tools and apply best practices in terms of process to collaborate with government for improved policy. The Agricultural Council of Kenya (AgCK) built the capacity of some NSAs to support more effective policy dialogue using the Advocacy and Consultation Tool (NSA – ACT). This tool improves thoroughness and predictability in process.

Lessons Learned

Clear lessons emerged from these activities:

- There is a dangerous tendency to “copy-paste” policies at subnational levels by local government.

Policies at the national level and from other areas may not necessarily be good for a particular area.

- NSAs can ensure that best practices are followed in policymaking at all levels of government. The NSA Advocacy and Consultation tool is a good example of an approach that improves NSA policy work.
- Modest investment, through membership-based groups, is needed to equip communities and small organizations with skills to engage productively in policy development.
- National and local government support and advocacy can be constructive. In fact, governments can support the programs of NSAs while still being held accountable by those NSAs. This dynamic need not represent a conflict of interest when the role of civil society is properly understood in government.
- A reformed-minded leader at the local level, such as the Governor of Nakuru County, presents an important opportunity for NSAs to partner constructively with the public sector through collaborative governance. Both AgCK and Open Institute were able to leverage the Governor's receptivity to improve the dynamic between government and civil society, which resulted in two important pilot activities.



Grantee Profiles

SUCAM

Sugar Campaign for Change (SUCAM) & Budget Action Groups (BAGs)

KENYA

Sugar Campaign for Change (SUCAM) is an independent lobby group that advocates for policy, legislative, and institutional reforms in the sugar industry through research, engagement, and farmers education with a mission to ensure that sugarcane farmers live a life that is just, fair, and free of poverty. SUCAM's activities aim to bolster public participation in national- and county-level planning and budgeting for food security in Kakamega, Kisumu, and Homa Bay.

In April 2018 SUCAM was awarded a grant under the Africa Lead/CAADP Non-State Actors Coalition (CNC) Small Grants Program (SGP). USAID-funded initiative was created to strengthen non-state actors' (NSA's) engagement in agricultural policy dialogue and in CAADP-related activities. "We saw that there was a need," says SUCAM's Project Officer William Adoyo. "There was a gap of public participation in the agricultural sector."

Through the program, SUCAM implemented activities including profiling food and nutrition projects with a specific focus on the status of financing, management, and marketing of agricultural activities; identifying smallholder farmers and training them on the official budget-making process; and the formation of farmer Budget Action Group (BAGs).

How BAGs are Formed



BAGs APPROACH

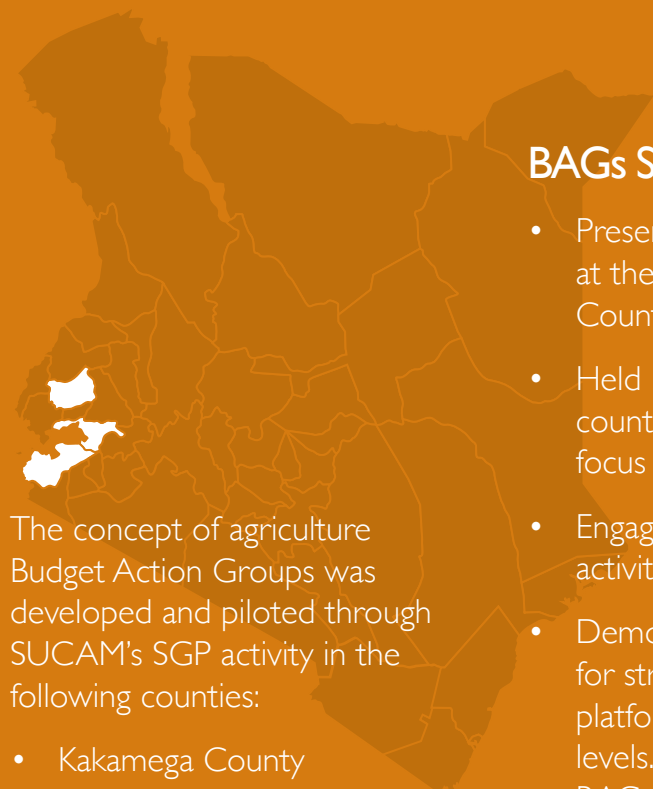


**BAGs
Expansion
Plan**

Continental BAGs

Regional BAGs

National BAGs



The concept of agriculture Budget Action Groups was developed and piloted through SUCAM's SGP activity in the following counties:

- Kakamega County
- Kisumu County
- Homa Bay County

BAGs Success

- Presented nine proposals developed by farmers at the ward level to be considered by the County Annual Development Plan (ADP).
- Held 31 participatory forums across the three counties, including workshops, trainings and focus group discussions with BAG members.
- Engaged a total of 204 individuals in the BAGs activities, including 118 males and 86 females.
- Demonstrated a successful proof of concept for strengthening collaborative governance platforms at the ward, sub-county and county levels. For example, in the ward of Kondele, the BAG rejected the proposed budget because it did not reflect the needs of citizens in terms of food and nutrition security.

“In most cases the government will prioritize roads, hospitals, and schools over projects related to food security,” says Adoyo. SUCAM's programs involve bolstering civic engagement as well as equipping farmers with knowledge in farming practices that can improve their livelihoods and allow them to lobby their local government to make smarter investments in agriculture. SUCAM's Budget Action Group approach presents an innovative system for budget monitoring and ensuring government accountability through training farmers in county-level budget-making processes.

SUCAM identified additional emerging issues within the community, such as poor prioritization of community development projects and a neglect of good security projects due to a lack of sensitization as well as a lack of engagement of youth in agriculture. Through the Africa lead/CNC Small Grants Program, SUCAM connected with a network of other agricultural NSA organizations, with which they plan to collaborate to replicate their successful BAG approach throughout the country.



Open Institute & Sub-national Data Collection

KENYA

Open Institute (OI) is a nonprofit organization based in Nairobi, Kenya, with a mission to collaborate with government, citizens, civil society organizations, and other stakeholders to develop policies, tools, and knowledge to strengthen citizens' voices in governance. The Open Institute's work is driven by their belief that civic engagement at the local and community levels of government is critical in the fight to end hunger and eliminate extreme poverty. Since its inception, OI's programs have promoted the use of open data from the supply and demand side at the grassroots and sub-national levels.

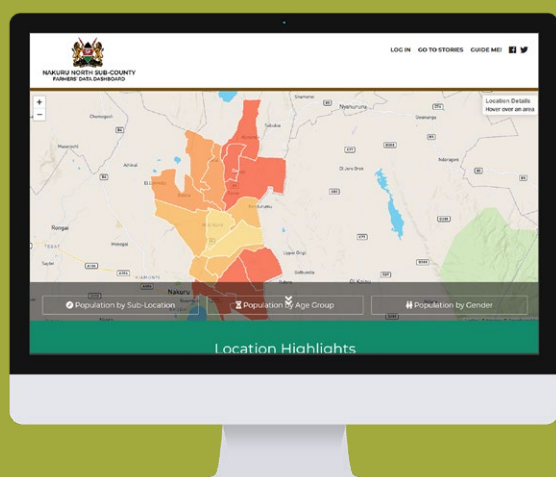
In April 2018, Open Institute was one of six NSA organizations awarded small grants through Africa Lead and the CAADP Non-State Actors Coalition (CNC) Small Grants Program. The USAID-funded program sought to strengthen NSA engagement in food and nutrition security matters, including in mutual accountability activities such as the Biennial Review.

With the support of the Small Grants Program, the Nakuru-based organization trained farmers within Nakuru county on CAADP processes and on the collection of agricultural-based data via mobile phones. "Data management is the backbone of every economy," says Open Institute Program Director, Benjamin Charagu. "Nothing can be done without evidence-based support and processing." The goal of the project was to improve the competitiveness of farmers and agribusinesses in the region and the awareness of citizen-generated agricultural data.

Over the four-month grant implementation period, Open Institute collected data from more than 4,000 farming households. OI facilitated training sessions with county chiefs and local farmers on data collection points focused on agricultural inputs and outputs, livelihoods, water and sanitation, and education, targeting farmers growing fruits and vegetables and raising livestock. Agricultural challenges expressed by the farmers included a lack of access to financial resources and credit to purchase modern agricultural inputs, a lack of storage and processing facilities for produce, little to no communication with Kenya extension services, and water scarcity due to changes in rainfall.

To address these challenges, OI worked with the Nakuru county farmers to analyze, visualize, and discuss the collected data, allowing the farmers to develop evidence-based priorities with which to engage county government. "Agriculture is not only about farmers, it is a whole ecosystem. From the farms to the markets. That ecosystem is where we are trying to find synergy and connect the dots," says Charagu.

In September 2018, the farmers of Bahati and Kirima submitted a memo to the Governor of Nakuru county stating their priorities for upcoming budget decisions and county level planning, in which they shared data from Open Institute's online data portal with the Governor.



<https://datalocal.info/farmersdata/>

Basic Overview of Crop Farmers

- The total number of households surveyed in this project is **7,838**. Out of these households, the number of Crop farming households is **3,635**. **1,599** are aged **BETWEEN 41 TO 60 YEARS**.
- Out of this figure, **866** practice **SUBSISTENCE** Farming.

Let us narrow down to Bahati location:

- Total households in Bahati: **1,766** | **23%**
- Total farming households: **795** | **45%**
- Where provider age is **BETWEEN 41 TO 60 YEARS**: **360** | **45%**
- Which practice **SUBSISTENCE** farming: **161** | **45%**



Resource Centre for the
Africa Agribusiness Academy

The Africa
Agribusiness Academy
(AAA) & SME Policy
Forums

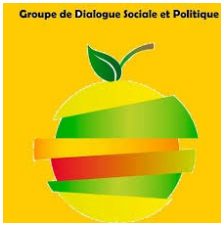
KENYA

The Africa Agribusiness Academy (AAA) is an entrepreneur member organization founded in 2010 that seeks to foster innovation and growth of small- and medium-scale agrifood firms in Africa. The organization connects entrepreneurs within Africa with the international business community and strengthens individual entrepreneurs to grow their businesses and capacities. Africa Agribusiness Academy has country chapters in Kenya, Uganda, Tanzania, Ethiopia, Rwanda, and Malawi.

In April 2018 the Africa Agribusiness Academy was awarded a grant under the Africa Lead/CAADP CNC Small Grants Program. The five-month initiative aimed to better integrate structures for inclusive policy development and implementation at the subnational and national levels of government.

The Africa Agribusiness Academy used grant resources to organize agro-based small and medium enterprises (SMEs) into a forum for strategic and focused policy dialogue, and to empower this forum to interpret CAADP to support their policy dialogue agenda. Working in Nakuru county and Nairobi, AAA mapped and profiled agribusiness SMEs, and sensitized stakeholders on the CAADP process – empowering them to interpret CAADP processes and to understand their role in the realization of the Malabo Commitments.

“SMEs may be aware of the information necessary for their own [purposes], but for increased success and decreased mortality rate there needs to be the formation of specific platforms for SMEs in agribusiness to promote the policy dialogue process,” said Africa Agribusiness Academy Country Director, Charles Gitau.



CNCR & Localizing the Joint Sector Review Process

SENEGAL

Le Groupe de dialogue social et politique or the Political and Social Dialogue Group (GDSP) is a national platform established in 2011 by the Senegalese government as a part of the governance mechanism of the National Agriculture Investment and the National Food Security and Nutrition plan (PNIASAN). The organization brings together NSAs – such as NGOs, farmer associations, the private sector – and government officials.

In May 2018, GDSP was awarded a grant under the Africa Lead/CAADP CNC Small Grants Program (SGP). The USAID-funded initiative was created to strengthen NSA engagement in agricultural policy dialogue and in CAADP-related activities. One of GDSP's objectives for the SGP funding was to build capacity among civil society to contribute to the CAADP joint sector review process.

Through the support of the Africa Lead/CNC Small Grants Program, GDSP expanded by establishing four regional committees in five regions across Senegal; Louga, Matam, Kaolack, and Ziguinchor. As a result, the organization was better positioned to discuss CAADP processes with farmer and rural organizations.

At the SGP Learning Event in November 2018, GDSP staff member Biram Faye reflected on the SGP and discussed the importance of advocacy: "There is a thin line between confrontational advocacy and constructive advocacy. With the latter you are a partner in the process. A collaborative, multi-stakeholder platform can be created to foster dialogue and engagement. Everyone is increasingly appreciative of accountability and public partnership."



National Potato Council of Kenya & Informing Advocacy for National Potato Regulations

KENYA

The potato is the second-most important cash crop in the Kenyan economy. The crop contributes to the country's food security, poverty eradication, and economic growth. Despite its economic significance, there are hindrances to its production: low access to appropriate inputs, poor pre- and post-harvest practices, and mismanagement of resources. The National Potato Council of Kenya (NPCK), a multi-stakeholder NSA organization, attributes these challenges in part to weak policies and a lack of agricultural policy implementation at the national and county levels of Kenyan government.

Awarded a grant under the Africa Lead/CAADP CNC SGP in May 2018, NPCK aimed to tackle some of the challenges in Kenya's potato value chain through an alignment of their activities with CAADP principles and lobbying for the development and implementation of Irish Potato Regulations.

NPCK's activities sought to enhance the involvement and participation of farmers and other actors in CAADP processes and policy-making, budget-making, and accountability at the national and county levels. Through the support of the SGP, NPCK organized and conducted a two-day national potato conference, with one day devoted to stakeholder

training and sensitization on policy and budget-making, as well as the implementation of CAADP principles.

The organization conducted similar county-level stakeholder training in Kenya's Meru and Nakuru counties. NPCK also conducted an analysis of Kenya's national- and county-level budgeting for agriculture to guide future action in budget allocations specific to the potato sector. In addition, NPCK contributed to draft potato strategies working closely with Nakuru county governments.

At the conclusion of the SGP, NPCK reflected on the program's success: "Through the support [of Africa Lead], NPCK was able to achieve the project objectives of creating awareness to [sic] farmers and other stakeholders about the CAADP principles and also helping farmers and other actors understand the need to participate in the policy and budget-making process, and accountability to follow up at national and county levels."



Agriculture Council
of Kenya & the
Non-State Actors
Advocacy and
Consultation Tool
(NSA-ACT)

KENYA

The Agriculture Council of Kenya (AgCK) is the national chapter for the CNC in Kenya and serves as a national sector consultative and problem-solving platform for the sector. The council spearheads coordinated engagement; promotes mutual accountability and assessment of how well the government, private sector, and other actors are implementing the commitments stipulated in the national to global development protocols – including CAADP compacts and agricultural policy reforms in the country; and contributes to agricultural policy dialogue through consultations and engagement with government and other actors in the Kenyan agriculture policy space.

Africa Lead supported AgCK in a six-month activity to pilot-test the Non-State Actors Advocacy and Consultation Tool (NSA-ACT) in Nakuru County. The NSA-ACT includes four pillars – consultation, participatory research, lobby mapping, and writing SMART proposals – and can be applied to any lobby process. In this case, a group of 18 NSAs applied it to advocate for increased budget allocation and expenditure for the agriculture sector in Nakuru County.

After AgCK trained 18 NSAs on the tool, the NSAs implemented the tool and collaboratively developed a policy brief that they presented to the Nakuru County Executive Committee (CEC) and Chairman of the Agriculture Committee in the County Assembly. The CEC then presented the policy paper to the Cabinet for deliberations.

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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