



FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative

FEED THE FUTURE: BUILDING CAPACITY FOR AFRICAN AGRICULTURAL TRANSFORMATION (AFRICA LEAD II)



2017 ANNUAL REPORT



USAID
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Africa Lead
Scaling up for food security in Africa

NOVEMBER 2017

This publication was produced by the Feed the Future: Building Capacity for African Agricultural Transformation Project (Africa Lead II) for the United States Agency for International Development.

FEED THE FUTURE: BUILDING CAPACITY FOR AFRICAN AGRICULTURAL TRANSFORMATION (AFRICA LEAD II)

Program Title: Feed the Future: Building Capacity for African Agricultural Transformation (Africa Lead II)

Sponsoring USAID Office: USAID Bureau of Food Security

Award Number: AID-OAA-A13-00085

Awardee: DAI

Date of Publication: November 2017

Author: Africa Lead II Team

This publication was prepared by DAI and funded by the U.S. Agency for International Development under Cooperative Agreement No. AID-OAA-A13-00085. The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

Cover photo: A National Best Farmer Award winner, Davis Korboe, interacts with some participants. Photo credit: Africa Lead.

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Acronyms

ACTESA	Alliance for Commodity Trade in East and Southern Africa
AgCK	Agricultural Council of Kenya
AUC/DREA	African Union Commission/Department of Rural Economy and Agriculture
C4C	Champions for Change
CAADP	Comprehensive Africa Agriculture Development Programme
CILSS	Comité permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel/Permanent Interstate Committee for Drought Control in the Sahel
CNC	CAADP Non-State Actor Coalition
COMESA	Common Market for Eastern and Southern Africa
COMSHIP	COMESA Seed Harmonization Implementation Plan
CORAF	Central Africa Council for Agricultural Research and Development
ECOWAP	ECOWAS Agricultural Policy
ECOWAS	Economic Community of West African States
IFPRI	International Food Policy Research Institute
NAIP	National Agriculture Investment Plan
NEPAD	New Partnership for Africa's Development
NPCA	NEPAD Planning and Coordinating Agency
NSA	Non-State Actor
OCA	Organizational Capacity Assessment
PNIASA	National Agriculture and Food Security Investment Plan
RAIP	Regional Agricultural Investment Program
TOT	Training of Trainers

I. Introduction

Africa Lead — Feed the Future’s Building Capacity for African Agricultural Transformation Program — supports the advancement of agricultural transformation in Africa as proposed by the African Union (AU) Comprehensive Africa Agriculture Development Program (CAADP). Africa Lead also contributes to the Feed the Future (FTF) goals of reduced hunger and poverty by building the capacity of Champions — i.e., men and women leaders in agriculture — and the institutions in which they operate to develop, lead, and manage the policies, structures, and processes needed for transformation.

This Year Four summary of Africa Lead covers the Program’s key learnings and accomplishments from October 2016 through September 2017, as well as serving as the report for the fourth quarter (Q4) of Africa Lead’s Fiscal Year 2017. The report highlights Africa Lead’s support, facilitation, and training to improve institutional capacity and broader systems and institutional architecture to manage agricultural transformation as well to promote the effective, inclusive participation of

non-state actors in policy processes. During Program Year Four (PY4), Africa Lead activities also worked to promote and sustain a culture of learning and continue to build a process by which evidence can play a greater role in determining policy directions and programs in agriculture.

By design, Africa Lead activities are demand-driven, and the project serves as a flexible mechanism to support various USAID initiatives at the mission and continental level. Africa Lead is truly greater than the sum of its parts, and to appreciate its full impact, individual activities must be viewed within the context of the continent-wide goals that drive them. To illustrate the program’s complex network of activities, Section II – IV of this report describes our key successes, challenges, and lessons learned during PY4 across the project and how this learning has informed our strategic approach, provided an evidence-base for best practice, and revealed insights into how to better accomplish our goals of aligning organizations, policies, and systems around CAADP. Section V includes mission-level Year in Reviews, which provide a summary of PY4 activities and performance indicators for each of the project’s buy-in.

Africa Lead is committed to a culture of learning as a strategy for ensuring steady and incremental improvements in leadership, organizational, and systems strengthening in Africa for agriculture and food security. In the same way, our adaptability as a project team comes from the way we measure and articulate how we



Women Agribusiness and Entrepreneurship Development Course, September 2017, Abuja. Photo credit: Africa Lead.



do our work, what we have learned from program implementation, and how we will continue to adapt our work. As such, the following sections describe the successes, challenges, and lessons learned from fiscal year 2017 (FY17) program implementation. In this way, we strive to ensure that our annual reporting also provides a learning function – to inform our strategic approach, provide an

evidence base for best practice, and reveal insights into how to better accomplish our goals. At its core Africa Lead is a learning project, and one of our greatest assets is relevant, timely, and valuable input for adaptive management and learning for our agricultural policy partners and stakeholders

II. Successes

This section describes some of the key successes from FY17 implementation. Rather than providing an exhaustive summary of Africa Lead's achievements (which are detailed in the Year in Review summaries found in Section V), the purpose of this section is to highlight success across the program in various thematic areas. While Africa Lead activities are demand-driven by design, several common themes emerged during FY17 implementation:

- Facilitating collaboration and learning to improve CAADP implementation
- Donor coordination and alignment
- Governmental coordination for policy implementation
- Inclusive consultation and policy dialogue
- Engaging youth in agriculture

Facilitating Collaboration and Learning to Improve CAADP Implementation

Africa Lead is one of the partners playing a role to support and strengthen linkages and coordination across continental, regional, and national-level organizations involved in CAADP. During FY17, Africa Lead has responded effectively to various parallel CAADP processes and activities, often with little notice. Some important examples of support during FY17 include facilitation of a series of Biennial Review Regional Training events across the continent, facilitation of Malabo Domestication workshops, and support to the Agricultural Policy Learning Event alongside the 2017 CAADP Partnership Planning meeting in Uganda. Africa Lead believes the provision of professional facilitators and rapporteurs for these CAADP events ensures inclusive dialogue and interactions between

stakeholders, which contributes to more informed and effective outcomes.

At the start of FY17, Africa Lead supported the development of an African Union Commission (AUC) plan for "Domestication of Malabo," to guide and support countries as they develop road maps for updating, aligning, and rapidly rolling out their National Agriculture Investment Plans (NAIP). The domestication guidance was used as the structure for an African Union (AU) plan to work with countries and to galvanize donor support at the country level. The plan was presented during the CAADP Business Meeting in November 2016 in Addis Ababa, Ethiopia. Following the business meeting and throughout FY17, Africa Lead supported NAIP Malabo domestication workshops in Kenya, Nigeria, Ghana, Ethiopia, Uganda, and Tanzania through provision of facilitators and rapporteurs and overall logistical support. The aim of these workshops was to help countries develop a roadmap toward a National Agricultural Investment Plan (NAIP) in line with the CAADP framework. For several of these events, Africa Lead initiated and supported participation by representatives of various CAADP Technical Networks.

Another important initiative during FY17 was the launch of CAADP Country Team Facilitator Program. Africa Lead hired country-based facilitators to provide technical assistance (TA) and facilitation support to the CAADP focal point and country teams in several Africa Lead focus countries, including Senegal, Guinea, Ghana, Nigeria, and Kenya. Africa Lead is also exploring the feasibility of supporting country team facilitation in Malawi. Since the launch of the program in April 2017, country team facilitators have assisted with the Biennial Review (BR) process, Joint Sector Reviews



(JSRs), and NAIP 2.0. The facilitator scope of work also includes providing support to the CAADP country team's engagement with the seven Technical Networks set up to provide technical advice to countries in the development, implementation, and evaluation of their NAIPs.

In addition, Africa Lead developed a facilitator's guide to describe Africa Lead's approach to facilitation support to the Biennial Review process – especially for the data collection and review process, and validation of the country report; and conducted French and English orientation webinars to walk through the facilitator guidelines. Other country facilitators in non-Africa Lead countries were provided copies of the guidelines and invited to participate in the webinars as part of a larger collaboration with the International Food Policy Research Institute (IFPRI)/Regional Strategic Analysis and Knowledge Support System (ReSAKSS).

Though still in its early days, Africa Lead considers its strategic redirection toward more focused support to a select group of countries for the country facilitator program as a positive and smart development. Through its country facilitators, Africa Lead is better able to leverage various CAADP activities and investments, as well as to help those countries and their CAADP coordination teams to progress further with their NAIP roadmaps. With Africa Lead support, the facilitators are also contributing to a process of ongoing learning and continuous improvement for the CAADP coordination team. For example, the facilitators play an important role in providing continuity and facilitating important discussions to help incorporate and build on lessons learned over time. Some of the key achievements and lessons in each of the six countries are highlighted in Table 1 on the following page.

Africa Lead launched the Country Facilitator Program initially to enhance country team preparations for the *Agriculture Policy Learning*

Event (APL), which was held in Kampala, Uganda, May 29-30, 2017. Four country facilitators were contracted in April 2017 for Guinea, Ghana, Kenya and Senegal. The country facilitator for Kenya served as the Lead Facilitator for the APL Event, and the three facilitators for Guinea, Ghana and Senegal served as facilitators for French and English language break-out sessions. The feedback about the contributions of the country team facilitators from AGRA, USAID, IFPRI and others who attended the APL Event was very positive, especially their role in helping to surface and highlight country needs in small group and plenary discussions.

The *CAADP Partnership Platform (PP)* was held May 31-June 1, 2017, in Kampala, Uganda, just following *APL Event*. The four Africa Lead country team facilitators were requested to stay for the PP to assist with facilitation of discussions. In addition, a side meeting was convened at the PP to clarify the timeline and needs in completing the CAADP Biennial Review (BR) Process, which had an initial hard-deadline of June 30, 2017. The visibility of the Africa Lead country facilitators in the *APL Event* and the *CAADP PP*, and their demonstrated capabilities, helped to cement their roles at the country level in assisting – and jump-starting – the CAADP BR process. Their assistance to the CAADP country team was significant. They helped to identify and convene appropriate stakeholders; facilitate BR data collection preparation meetings and validation meetings; troubleshoot the collection of data, gaps in data, and completion of the draft national report; and support the CAADP focal point in gaining the validation of the BR report by political leadership. Their support to the BR process will continue in 2018 with assistance to the engagement between the RECs and country teams in addressing BR report feedback, and in identifying lessons and recommendations coming from the 2017 BR

process to apply to improving the 2019 BR process.

Africa Lead's experience in FY17 demonstrates that high quality facilitation of learning events and trainings reinforces ownership of CAADP principles such as inclusivity and accountability. Investments in professional facilitation of training and learning events also helps to ensure that Malabo commitments (like the BR) provide an effective platform for continuous learning. For example, Africa Lead supported six BR Regional Training events for data experts from countries in East Africa (Tanzania), Southern Africa (South Africa), West Africa (Cameroon and Ghana), West Africa (Cameroon and Ghana), and North Africa (Tunisia). These trainings sought to build the capacity of AU member states to collect and report the required data for the first BR report. A total of 156 representatives from 51 AU

countries were trained and developed a data roadmap for their respective countries. Aside from providing facilitators and rapporteurs for these events, Africa Lead is compiling a lessons-learned document with recommendations to be published upon completion. In addition, Africa Lead participated in an "Experts training on the Biennial Review Database and Content of the Continental Report on progress made for implementing the Malabo Declaration". The primary purpose of this training was to prepare the Regional Economic Communities (RECs) for their roles in technical handling of the biennial review reports from the countries, which the RECs need to synthesize into a regional dataset and report. Following this workshop, Africa Lead hosted webinars to enable ReSAKSS and partners to provide additional follow-up support and instruction to participants.



Table 1. Key milestones and learning from Africa Lead’s country facilitator program

Country	Key Milestones	Updates from FY17	Suggested Priorities for FY18
<p>Ghana</p>	<ul style="list-style-type: none"> ▪ Facilitation of the <i>Agriculture Policy Learning Forum</i>, held May 29-30, 2017; and the <i>CAADP Partnership Platform (PP)</i>, held May 31-June 1, 2017. ▪ Facilitation of the BR National Validation Workshop on 31 Aug 2017. ▪ BR report for Ghana was generated, which included reporting data for 41 of the 71 Malabo indicators and sub-indicators. This report was submitted to the Economic Community of West African States (ECOWAS) on 1 Sept 2017. ▪ Facilitation of October 9-13, 2017 <i>Mutual Learning and Capacity Strengthening Clinic on NAFSIP Appraisal and Design for the ECOWAS Member States</i> (with IFPRI). ▪ Supported the planning and facilitation of a Consultative Forum for a “Marshall Plan for Agriculture” to drive and attract investments to critical areas along the agriculture value chain, including infrastructure development, research, technology and innovation, climate change adaptation and access to financing. This entailed planning and facilitation of the 2-day consultative workshop for experts and other stakeholders with varied interests and expertise in the agriculture sector, and a 3-day Marshall Plan report drafting workshop. 	<ul style="list-style-type: none"> ▪ The Minister of Agriculture is promoting the government’s flagship food security program, Planting for Food and Jobs. However, the program is focused on a small subset of farmers and two value chains – and the program calls for highly subsidized production. The Africa Lead facilitator can encourage additional input from non-state actors (NSAs) and data-driven analysis to address these concerns. ▪ To develop the NAIP 2.0 in Ghana, several programs and strategies need to be merged under a single investment plan for agriculture. 	<ul style="list-style-type: none"> ▪ Organize and facilitate a webinar to encourage interaction and exchange between the country team and members of the Technical Networks. ▪ Facilitation of a planning exercise with the Ministry of Agriculture (MoA) to update the current NAIP (called the Medium-Term Agriculture Sector Investment Plan [METASIP]) to merge the Marshall Plan and the Planting for Food and Jobs program under a single NAIP 2.0 that is aligned with Malabo. ▪ Provide recommendations to improve the BR process in the coming two years.

<p>Guinea</p>	<ul style="list-style-type: none"> ▪ Facilitation of the <i>Agriculture Policy Learning Forum</i>, held May 29-30, 2017; and the <i>CAADP Partnership Platform (PP)</i>, held May 31-June 1, 2017. ▪ The BR report for Guinea was generated, which included reporting data for 30 out of the 43 Malabo indicators. This was submitted to ECOWAS on 30 Jun 2017. ▪ The Guinea NAIP was drafted and submitted to ECOWAS and AUC for review. ▪ Facilitation of October 9-13, 2017 <i>Mutual Learning and Capacity Strengthening Clinic on NAFSIP Appraisal and Design for the ECOWAS Member States</i> (with IFPRI). 	<p style="text-align: center;">--</p>	<ul style="list-style-type: none"> ▪ Conduct a NAIP validation workshop once feedback is received from the AUC and ECOWAS. ▪ Prepare business and communication plans for the NAIP.
<p>Senegal</p>	<ul style="list-style-type: none"> ▪ Facilitation of the <i>Agriculture Policy Learning Forum</i>, held May 29-30, 2017; and the <i>CAADP Partnership Platform (PP)</i>, held May 31-June 1, 2017. ▪ BR report for Senegal was generated and included reporting data for 80 percent of Malabo indicators. ▪ Facilitation of a national validation workshop for the BR report in Sept 2017. ▪ Facilitation of a retreat with four ministries related to agricultural and rural development; Ministries of Finance, Commerce, and Health; and NSA groups to discuss the NAIP. ▪ First draft of the NAIP 2.0 completed in Oct 2017 (called the PNIASA). 	<ul style="list-style-type: none"> ▪ Initially, there was a lack of progress on behalf of the Senegalese Government toward design and validation of its NAIP 2.0. ▪ The NAIP is based in part on IFPRI studies and economic modeling for resource allocation to the various NAIP investments (an activity supported by Africa Lead). ▪ The NAIP includes detail on activities, objectives of each activity, associated risks, how each activity relates to Malabo, and the expected results. 	<ul style="list-style-type: none"> ▪ Conduct a NAIP validation workshop once feedback is received from the AUC and ECOWAS.



Nigeria	<ul style="list-style-type: none">▪ The BR report for Nigeria was generated and submitted to ECOWAS and the AUC.▪ Facilitation of Nigeria's first JSR on 28-29 Sept 2017 to discuss the results of the BR report.▪ Facilitation of an <i>Interactive Session of Stakeholders with the Supervision Mission Team from ECOWAS Hub Rural</i> on 11 Sept 2017 to review progress on the NAIP.	<ul style="list-style-type: none">▪ The draft BR report is formatted as a narrative and does not use the standard BR reporting template.▪ The development of the NAIP is challenged by institutional and resource issues. The Ministry of Foreign Affairs (MFA) is the process owner for all matters involving international commitments, and their active engagement is essential to NAIP development, i.e., to the convening and participation of key officials and other stakeholders involved in the policy process. MFA's involvement could help drive the process forward to quickly cover lost ground; however, resources to support the policy dialogue and stakeholder engagement in NAIP development is a hurdle.▪ The progress review of the NAIP led to the identification of stakeholders and development of an M&E framework for the NAIP.▪ The country team developed a communication for the JSR for stakeholders.	<ul style="list-style-type: none">▪ Facilitate regional- and national-level validation of the NAIP 2.0.
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<p>Kenya</p>	<ul style="list-style-type: none"> ▪ Facilitation of the <i>Agriculture Policy Learning Forum</i>, held May 29-30, 2017; and the <i>CAADP Partnership Platform (PP)</i>, held May 31-June 1, 2017. ▪ Facilitation of CAADP BR Report Preparation Meetings in June 2017, which convened ministry officials to review the status of the BR data collection. ▪ Facilitation of a Food and Agriculture Organization of the United Nations (FAO)-supported workshop to explain the process and requirements to a cross-section of stakeholders from public and private institutions. ▪ Facilitation and design of stakeholder validation meeting for the BR report, held June 27, 2017. ▪ A BR report for Kenya was generated and submitted on 30 Jun 2017, with about 80 percent of the report template completed. ▪ Facilitation of a post-validation reflection meeting at the MoA to get agreement on issues raised and next steps – a review of gaps, actions to fill in or explain gaps, and interacting with and addressing comments from RECs. 	<ul style="list-style-type: none"> ▪ Due to the short BR report timeline, ministry officials who attended the first in the series of BR Report Preparation Meetings (June 2017) agreed that the task of data collection and filling out indicators would be split across relevant institutions, and then submitted to the CAADP focal point for review. The CAADP focal point and the Africa Lead country facilitator agreed to follow-up with phone calls to explore where the gaps in data were and other difficulties. ▪ During the validation workshop, stakeholders reflected on the quality of data and the implications of that data, i.e., performance. ▪ During the post-validation meeting, stakeholders reviewed gaps, developed actions to fill in or explain gaps, and addressed comments from the REC level. ▪ Following the BR report submission, the country team developed recommendations. 	<ul style="list-style-type: none"> ▪ Provide recommendations to improve the BR process in the coming two years.
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Malawi	<ul style="list-style-type: none">Validation workshop for NAIP in October 2017.	<ul style="list-style-type: none">After the validation workshop, the Government of Malawi provided stakeholders with a three or four-week period to comment on the document before it is finalized.During the NAIP validation workshop, the budget was the most contentious issue, as the five-year investment plan is costed at slightly more than US\$3 billion (vs. Malawi's overall annual budget of US\$1.3 billion).There is a need for more private sector involvement to leverage additional investment in the NAIP.	<ul style="list-style-type: none">Following completion of the NAIP, the country team will hold a business meeting and then will submit the NAIP to SADEC.
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SIRDA/Village Savings and Loans Association members, 2017. Photo credit: Africa Lead.

Donor Coordination and Alignment

In FY17, Africa Lead supported the application of global principles of effective development cooperation in Kenya through a mapping of donor investments for the Agriculture Rural Development Donor Group (ARDDG) and the Arid and Semi-Arid Lands Donor Group (ASALDG) against the various Government of Kenya agriculture priorities, and by thematic area and geographic coverage. USAID/Kenya requested that Africa Lead facilitate this mapping process, based on a need identified by the MOALF to map donor investments in the agricultural sector, especially around youth engagement in agriculture. The mapping exercise was very successful, achieving 100-perent participation by those asked to participate. The ARD Donor Mapping Tool, illustrated in Figure 1, has been lauded by donors as being timely and user friendly. In fact, the success of the mapping exercise has led

to the ASALDG’s decision to develop a similar mapping tool next year. The Kenyan government seeks to improve complementarity of donor resources with government efforts and to respond to allegations that donor investments are concentrated in particular counties at the exclusion of others. As such, donor investments in ASAL areas will be mapped against the six Ending Drought Emergencies (EDE) pillars to inform the Government of Kenya as to what extent donors are aligned to national-sector priorities.

In addition, Africa Lead facilitated five joint work-planning sessions between January and April 2017 in Turkana, Marsabit, Wajir, Isiolo, and Garissa for 96 participants from USAID implementing partners, county government officials, and the National Drought Management Authority (NDMA).

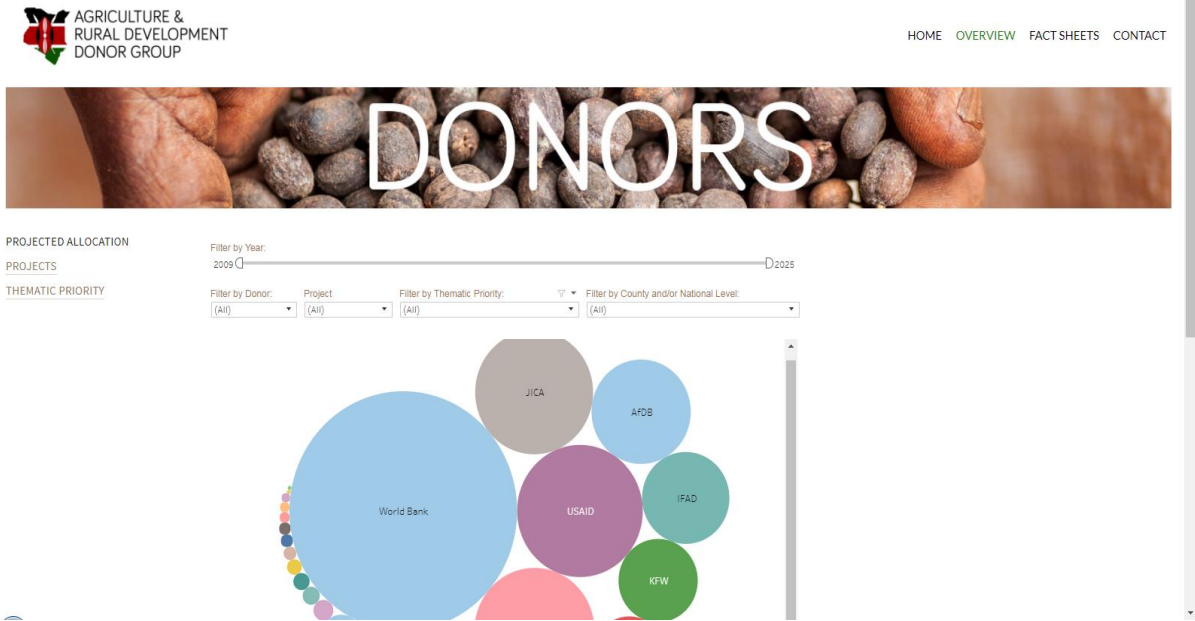


Figure 1: ARD Donor Mapping Tool



The objective of the workshops was to strengthen current collaboration efforts and processes by Partnership for Resilience and Economic Growth (PREG) partners at the county level, support knowledge-sharing and peer-to-peer exchanges between partners, and develop county-specific joint action plans to improve coordination in the next financial year. Participants at each county workshop identified two sites where they were already implementing related activities and identified ways to coordinate and integrate their activities to benefit the respective communities. For example, in Garissa County, PREG partners identified the activities they were implementing in Dololo sub location and Kamuthe sub location. The success of the County-Level Joint Work-Planning Sessions led to replication of a similar joint work-planning session at the national level between USAID, implementing partners, and NDMA in July 2017. A key outcome of the national workshop emphasized

collaboration among USAID implementing partners in the development of their 2018 work plans.

Africa Lead is also supporting donor coordination efforts at the continental level through the CAADP Development Partners Coordination Group (DPCG) during FY17, as USAID is serving as the current chair. This group is a forum for more than 20 international agencies, through which they align and coordinate their support for the CAADP agenda. The DPCG ensures that, when working on agricultural development and food security in Africa, the international community operates in a manner consistent with past commitments by ensuring alignment, harmonization, mutual accountability, and a respect for country ownership. Africa Lead is supporting USAID as the DPCG Chair by overseeing a consultancy contracted to Wasafiri, to support donor coordination and effective management of the DPCG. The primary objective of the



Partnership for Resilience and Economic Growth Joint Work Planning Workshop. Photo credit: Africa Lead

consultancy support is to help facilitate a coordinated and effective response by development partners in delivering on identified and emerging priorities.

Governmental Coordination and Skills-Building for Policy Implementation

In early FY17, at the request of the Kenyan Ministry of Agriculture, Livestock and Fisheries, Africa Lead facilitated the convening of Kenya's second intergovernmental forum in November 2016 on agriculture. This forum brought together more than 220 participants, including governors, county executive members in agriculture, the private sector, development partners, and national government ministries, and led to the development of the Joint Agriculture Sector Consultation and Cooperation Mechanism (JASSCOM). Africa Lead has provided continued technical support to JASSCOM since its inception. As a result of consistent, ongoing efforts throughout FY17, tremendous achievements have been made with the help of Africa Lead support, including operationalizing JASSCOM structures. With facilitation from Africa Lead, the JASSCOM steering committee has met to discuss and agree on key policy decisions. Africa Lead also facilitated the development of the JASSCOM program description, including establishment of the JASSCOM secretariat, the Joint Agriculture Secretariat (JAS). The JAS is now fully operational with staff seconded by both the national and county governments. The Kenyan government is providing the JAS with office space, while the German government has funded office infrastructure. In addition, the Swedish government has provided additional support, funding sensitization around JASSCOM for key players including all county governments.

In Tanzania, Africa Lead also has achieved success in a joint effort to target local

government authorities for socialization and capacity-building efforts on the country's Agricultural Sector Development Program-2 (ASDP-2). In FY17, Africa Lead facilitated an ASDP-2 Training of Trainers for representatives from the Government of Tanzania and two USAID implementing partners: the ASPIRE project implemented by Michigan State University (MSU), and Public Sector Systems Strengthening (PS3) led by the Urban Institute. Additional support was also provided by AGRA, funded by the Bill and Melinda Gates Foundation. The workshop took place in Kibaha from March 13-15, 2017 and was attended by 27 participants. A curriculum and agenda were finalized at these workshops, and five ASDP-2 Socialization and Capacity Building Workshops for Local Government Authorities (LGAs) were held in April-June 2017 for more than 1,000 local officials in the regions of Dodoma, Mbeya, Iringa, Morogoro, and Mwanza. In FY18, Africa Lead will facilitate a launch event to distribute the ASDP-2 manual to national and local government officials.

Similarly, in Sierra Leone, Africa Lead invested in strengthening intergovernmental coordination between the national government and district offices to improve the government's capacity to design, monitor, and evaluate agricultural programs. In initial meetings with Ministry of Agriculture, Forestry and Food Security (MAFFS), the Ministry identified this as a primary area for support. Following on findings of a rapid needs assessment, and at the request of the Minister of Agriculture, Africa Lead provided results-based management (RBM)/monitoring and evaluation (M&E) training to 88 staff from the Ministry of Agriculture, Forestry and Food Security (MAFFS) Head Office and 13 district offices in FY17. The course equipped staff of the ministry with the skills to design results-oriented programs and covered the building blocks and key elements of M&E and results reporting. The MAFFS staff learned how to design and use



M&E tools, identify clear and measurable indicators, establish baselines and targets, and communicate performance results to stakeholders. Because of the course, the Ministry can now design and implement an M&E system in coordination with district offices and use an improved Results Framework (RF) to assess and evaluate the programs and investments made in the agricultural sector at national and local levels.

Facilitating Inclusive Consultation and Policy Dialogue

Across the program, Africa Lead also achieved success in FY17 in our efforts to facilitate and strengthen platforms, networks, and forums that contribute to inclusive consultation for policy reform. Through Africa Lead support to the Agricultural Council of Kenya (AgCK), more systemic changes are occurring in the Kenya agriculture sector that promote inclusivity in policy management. For example, NSAs are better organized to support effectiveness in policy dialogue and advocacy, and for the first time are collaborating with government to develop the Agriculture Sector Growth and Transformation Strategy (ASGTS). The AgCK is now a recognized entity and is increasingly and formally involved in agriculture sector issues, including national food security response actions and joint agriculture sector coordination. Africa Lead has learned that institutional strengthening alone is not enough for umbrella organizations like AgCK; technical support must revolve around concrete policy initiatives to secure member confidence and trust, and to broaden membership outreach. AgCK is also now engaged with the national and county governments in other policy processes, such as the ongoing CAADP Biennial Review process, food security response actions, and JASSCOM. The county governments are also showing demand for AgCK to streamline NSA networks and improve engagement at the county level.

In Burkina Faso during FY17, Africa Lead collaborated with the “Secretariat Permanent pour la Coordination de Secteur Agricole” (SP/CPSA) to facilitate multi-stakeholder engagement at the regional level during the formulation of the “Plan National du Secteur Rural II” (PNSR II). The PNSR II serves as Burkina Faso’s NAIP under CAADP, and “Regionalization” is the name of the process that the Government of Burkina Faso developed to collect regional data and information on priority agricultural investment opportunities and needs from locally based stakeholders, which would inform the national plan. This regionalization process is expected to help the government better prioritize high-return activities that require donor and private sector investment in the country and to ensure that the priorities and unique needs of those living in these regions are incorporated into the PNSR II. To prepare the facilitators and data collection teams for the regional consultations, Africa Lead designed and delivered a two-day Training of Trainers’ course to 46 participants, including representatives of the public and private sectors, civil society, and women and youth groups. The trainers facilitated the course in local dialects to ensure a high level of participation from local stakeholders.

The Training of Trainers course covered topics such as community-level facilitation, participatory and experiential learning skills and techniques as well as a review of the goal and objectives of the PNSR II; CAADP; the Malabo declaration; and ways to engage vulnerable groups like youth, women, and people with disabilities. Before the training, 78 percent of participants reported no understanding or basic understanding of the PNSR II, highlighting the tremendous need for policy sensitization and training. By the end of the course, 83 percent of participants reported extensive understanding of the PNSR II and increased confidence in using the communication and planning tools needed to facilitate inclusive stakeholder

consultations. During the workshop, the facilitators also drafted and validated standardized data collection tools used to gather regional demographic data to better inform the policy process and led regional-priority mapping for their respective regions. The data and information gathered at the regional workshops enabled facilitators to develop draft regional operational plans to complement the PNSR II at the national level and to guide decentralized implementation and resource mobilization efforts.

Africa Lead also sees effective consultation and consensus-building with private sector actors as a key driver of improving agricultural markets. In fact, during FY17, many of Africa Lead's efforts to improve markets for specific value chains – such as seeds, fertilizer, and high value exports like mangos – demonstrated success by engaging the private sector to facilitate and promote trade and investment. For example, in Senegal during FY16, Regional Mango Week kicked off the activities planned under the Trade Africa Initiative Framework. The representatives from eight West African countries (Burkina Faso, Cote d'Ivoire, Guinea Bissau, Guinea Conakry, The Gambia, Ghana, Mali, and Senegal) who attended the meetings agreed to create the West Africa Regional Mango Alliance (WARMA) with the support of the Senegal Ministry of Trade, USAID/Senegal, Trade Africa, and Africa Lead. To fully operationalize WARMA, each member state must have a well-structured, functional, and operational mango value chain association. In Senegal, the Ministry of Trade in collaboration with Africa Lead facilitated the organization and structuring of the mango value chain stakeholders into an association using an inclusive and participatory process. As a result, today the Senegal Mango Value Chain Association plays the key role of interfacing with various public, private, technical, and financial partners. It promotes the effective participation of non-state actors in the policy process. In the

long term, it will also contribute to improving the incomes of private actors by increasing mango exports from Senegal.

Additionally, in the seeds sector, Africa Lead commissioned four studies during FY16, sponsored by USAID's Bureau for Food Security, to determine pathways for promoting the commercial and sustainable production and delivery of early-generation seed (EGS) of selected food crops in Rwanda, Zambia, Nigeria, and Kenya. The studies analyzed existing EGS seed systems and EGS demand and profitability, in addition to proposing specific seed market archetypes for each crop, with each archetype having different levels of public-private partnerships to increase the likelihood of commercial success. This work involved identifying key challenges to seed commercialization and recommending public investments to develop commercially viable seed value chains. In FY17, Africa Lead organized and led national dialogues on EGS in Rwanda and Zambia to share findings and recommendations of the EGS study with stakeholders and partners while building a consensus on pathways to strengthen the seed sector. Africa Lead sees this opportunity as a way to further engage country-level dialogue and policy reform among key stakeholders in the seed sector in both countries.

Engaging Youth in Agriculture

A core element of Africa Lead's strategy for transforming African agriculture is to ensure that youth view farming and agribusiness not only as a viable commercial activity, but also to nurture and cultivate the next generation of leaders and entrepreneurs as they enter the workforce in the agricultural sector. One of the program's most significant successes during FY17 in this area is the partnership between Africa Lead and the University Cheikh Anta Diop (UCAD) in Dakar, Senegal, which recently opened the Institut Supérieur d'Agriculture et



d'Entreprenariat (ISAE) to promote agriculture and agribusiness. At the inception of the partnership, Africa Lead met with a team of university staff including the Dean of the Faculty of Sciences and Technology, who also serves as the Head of the ISAE, to determine how to incorporate the Champions for Change (C4C) Food Security, Leadership, and Change Management course into the institute's core curriculum. After several working sessions, they signed a letter of agreement outlining the partnership modalities.

The implementation of the Africa Lead/UCAD partnership resulted in the adaptation and integration of the C4C module into the ISAE core curriculum, training of a core group of lecturers from the university in the delivery of the C4C modules, and the design of an internship component to offer graduates. It also equipped undergraduate students with hands-on experience and helped establish linkages between the Institute and job opportunities. In March 2017, ISAE started offering the course to students as part of the core requirements for two of its diploma in agriculture programs. To graduate, students complete 33 credits of the C4C course and a 10-week internship.

Through this partnership, the Feed the Future initiative is reaching new target groups in Senegal – students and lecturers of agriculture and agribusiness – and investing in the development of future agripreneurs by promoting the creation of small and medium agribusinesses and better agribusiness management practices. The lecturers of the Faculty of Sciences and Technology have adopted new participatory, learner-centered, and experiential teaching techniques and methods have been mainstreamed and have contributed to changing the instructional delivery system and student assessment methods across the whole university. According to the President of the University, Ibrahim Thioub, the integration of Africa Lead's modules

into ISAE training curriculum will enhance student knowledge of and skills in agribusiness leadership and change management. Professor Ibrahim Thioub noted that “vocational and university training is a fundamental strategy to boost productivity and contribute to human development and modernization of rural economies.”

Africa Lead is also using mass media interventions that target youth to influence mindsets and attitudes on agriculture as a viable, commercial activity. For example, In FY17, Africa Lead organized the film premier of the feature length film “KUMEKUCHA” on April 21 in Dar es Salaam for more than 200 participants from USAID, USAID implementing partners, the Government of Tanzania, and 52 media houses. Media coverage for the premier resulted in an estimated 1.47 million people reviewing 13 articles about the premier online and 30,500 YouTube views of the film's trailer and premier coverage. KUMEKUCHA is a major, professionally produced film celebrating the Tanzania farmer and a stable and productive agriculture sector. Subsequently, Africa Lead supported regional screenings in Morogoro, Mbeya, and Iringa in April, May, and June 2017. In addition, Africa Lead in partnership with Media for Development International (MFDI) proceeded with the distribution of the film to USAID implementing partners, the private sector, NSAs, and civil society organizations.

On the other hand, Africa Lead's program in Ghana is engaging youth at a different scale by supporting and mentoring young champions to pursue their own initiatives and programs in agribusiness and entrepreneurship in the agriculture sector. For example, the African Youth Network for Agricultural Transformation (AYNAT) officially launched the GrowS-Hort Incubator Center that creates an enabling environment for agribusiness ideas, startups, and small and medium-sized enterprises

(SMEs) to be nurtured into sustainable ventures. African Youth Network for Agricultural Transformation (AYNAT) delivers capacity-building and business advisory services and creates market linkages for incubatees through strategic partnerships. The first cohort of 30 youth agripreneurs graduated from the GrowS-Hort Training Program, and 16 of them are now scaling their businesses because of this incubation program. While recent graduates will continue to benefit from GowS-Hort coaching services, the network is also in the process of recruiting a new cohort of incubatees.

Also in Ghana, the Youth Arise Organization (YAO) – a body of young professionals committed to the principles and values of mentoring to educate, motivate, and empower youth to lead in every sphere of life – achieved success during FY17. The organization helps youth to increase their personal capacities to mobilize and manage their existing resources, and to improve and sustain their quality of life,

consistent with their aspirations. Africa Lead trained the President of the organization three years ago in the C4C leadership training program and facilitation course. After the C4C training, this young champion revised and adapted his own YAO leadership training content to include Africa Lead key leadership components, such as the theory of change. With Africa Lead's support, this program grew from reaching 30 to 110 high school graduates. Since partnering with Africa Lead in 2016, YAO has organized five major leadership programs, and the champion cascaded and co-facilitated C4C workshops last year for more than 150 high school and University of Ghana and Kwame Nkrumah University of Science and Technology graduates in Ghana. The workshops developed leadership skills and guided participants on how to transition into responsible leaders and adults. Participants also learned about food security and agribusiness.



*Women Agribusiness and Entrepreneurship Development Course, September 2017, Abuja.
Photo credit: Africa Lead.*



III. Challenges

The following section describes some of the challenges Africa Lead faced during FY17 implementation. While not an exhaustive summary of Africa Lead's implementation challenges, the goal here is to highlight common issues that emerged across the program to better inform and adapt future design and management.

Continued knowledge gaps on the CAADP and Malabo Declarations – In Tanzania it was noted that although Africa Lead discussed the role of CAADP and the Malabo Declarations in the NAIPs in detail during the LGA socialization process from April-June 2017, many LGAs still remain unaware of the Government of Tanzania's commitment to these processes and how they translate to the NAIPs. This lack of awareness is largely since many LGA officials were not able to participate in the ASDP workshops because of financial constraints at the county level. In addition, in Burkina Faso during the Training of Trainers for the regionalization process, it was clear that there were assumptions about stakeholders' prior knowledge of national agricultural policies, and many lacked a clear understanding of the CAADP process. Many beneficiaries reported a desire to have greater access to policy documents and proposed policy frameworks before the training to participate more fully.

Complexity of inclusive policy dialogue – Agricultural policy formulation in Kenya's devolved governance system is a complex process that involves the Ministry of Agriculture Livestock and Fisheries (MOALF) and related sector ministries, other national stakeholders, representatives from the 47 county governments, the private sector, agriculture and agribusiness institutions, civil society, and development partners. The difficulty of reaching

consensus among these constituents is further compounded by the fact that there is often minimal financial support for policy development from the national government, and there is still weak capacity across various stakeholders. Although capacities vary across institutions, there is consensus among stakeholders on where strengths and weaknesses lie, and the agricultural sector is drawing lessons on past failures and successes with the support of Africa Lead.

Also in Nigeria, which is a similarly decentralized and complex government system, Africa Lead faced challenges in supporting the Federal Ministry of Agriculture and Rural Development (FMARD) to complete the various phases required before conducting its first JSR. Data collection, synthesis and analysis of findings and recommendations, dissemination, and follow-up required a lot of time, patience, and commitment – especially with limited funds for coaching and follow up at the ministry.

Lack of political continuity or buy-in – While newly appointed ministers and their newly chosen cabinets in the Democratic Republic of Congo (DRC) often demonstrated their willingness to become familiar with ongoing dossiers like CAADP, the shuffle and political appointment legitimacy struggles impeded inter-ministerial coordination and policy continuity initiatives. It also hindered successful completion of activities such as the JSR, policy forums, or technical support for the seed law adoption. While the JSR Steering Committee made incremental progress, the DRC has not yet held a JSR due to changes in leadership and challenges in political buy-in to the process. Also in Kenya, there has been a longer transition period due to the repeat Kenyan Presidential Election ordered by the Kenyan



Entrepreneurship and Agribusiness Development Course, Nigeria. July 2017. Photo credit: Africa Lead.

Supreme Court. During this period, lower levels of government have experienced delays in appointments of new staff and budget approval. Government operations in some areas are also more focused on campaigning than implementation. Due to this prolonged political transition and uncertainty, donors have been unable to secure the necessary buy-in to advance programming. This stalled political process is affecting Africa Lead's support to the development of the ASGTS, and the election results will influence whether the strategy is finalized and put into place.

Lack of a shared vision can cause the program to miss important windows of opportunity – Africa Lead's experience in Senegal has demonstrated how a lack of commitment and engagement can hinder effectiveness and, ultimately, compromise the achievement of the expected outcomes of our activities. For example, the lack of commitment shown by the leadership of APIX has considerably delayed operationalization of the Territorial Investment Platform (TIP) of Saint Louis, which was expected to increase private investment in the region and, more specifically, in areas such as agriculture, livestock, and

tourism. Initially the TIP gathered momentum through an inclusive and participatory launch process that brought together the key institutions that support the private sector in Senegal – such as Agence d'Encadrement et de Développement des Petites et Moyennes Entreprises (ADEPME); Bureau de Mise à Niveau (BMN); Agence Nationale pour l'Emploi des Jeunes (ANPEJ); FONGIP; Banque Nationale pour le Développement des Entreprises (BNDE); and Direction de l'Appui au Secteur Prive (DASP). During the design process, partners agreed on their respective roles in supporting the TIP and on the necessity to work together to create synergy.

APIX's reduced commitment – largely attributable to the departure of the Deputy Director General who was the initiator and a driving force of the TIP – resulted in a loss of momentum around TIP development. However, APIX has recently appointed a new coordinator for the TIP - the current Director of APIX Department for Business Environment. This new coordinator is showing strong commitment to ensuring the successful implementation of the TIP – not only for Saint Louis, but also Ziguinchor and other regions.



With APIX's renewed commitment and leadership around TIP and the increased collaboration and commitment of private and public actors, activities are underway to support Saint Louis' TIP development by June 2018.

High demand of support from young organizations and networks -- Africa Lead has helped to nurture and facilitate the development of the C4C networks in Ghana. Networks that benefit from less direct technical and financial assistance struggled to implement action plans and launch activities. The capacity development needs of these networks were also greater, despite having benefited from training. The level of commitment and ownership of non-grantee recipients is often lower than that of grant recipient networks. Although functional C4C Networks have been in place for some time, the network leaders were unavailable to or unable to bring to life key initiatives without substantial Africa Lead involvement, which often translated to Africa Lead playing a very prominent technical and logistical support role instead of providing more discreet assistance.

Working remotely constrained Africa Lead's ability to follow up, coach, and mentor training participants – Africa Lead managed the MAFFS/USAID Support program remotely from the West Africa regional office in Ghana, which made follow up with beneficiaries and the creation of strong partnerships difficult. This challenge affected partners' responses and participation in agreed-upon program activities during the year. With limited financial and human resources dedicated to programming and follow-up, Africa Lead did not have the ability to coach and mentor participants to ensure that they applied the acquired knowledge and skills. Capacity building for individuals as well as institutions takes time and is an iterative process. Participants at the MAFFS M&E/RBM workshops, for instance, committed themselves to developing and

improving their M&E systems; however, Africa Lead could not provide the follow-on technical assistance and coaching to ensure the operationalization of the new M&E system within the Ministry. Africa Lead's follow-up capacity support could have been deeper to enhance the sustainability of key organizational strengthening interventions.

Similarly, the West Africa (WA) regional program faced a challenge in ensuring that the action plans that participants developed during workshops supported by Africa Lead are implemented. Although Africa Lead has been successful in organizing key meetings for regional partners, the team has not been able to follow up and support the action steps developed at the end of the workshops mainly due to limited resources. For instance, Africa Lead was not able to sufficiently invest in the post-training coaching component, which would help participants better apply the skills and knowledge they learned during the short courses. For larger organizations with multiple funding sources, (i.e., ECOWAS) there is often evidence of action plan follow-up and implementation funded by other sources, but less so with the other partners in the region.

Striking the right balance between demand-driven but strategic programming -- By design, Africa Lead is driven by demand. We believe this approach is ideal and the best way for us to serve the CAADP process. That said, there is a flip-side to being demand driven. A challenge for Africa Lead is that we have less control, more ambiguity, and a shorter time horizon, as we may not always be clear about next steps. The result is that at times Africa Lead operates more reactively than proactively. Furthermore, Africa Lead maintains high standards for its procurement processes and procedures, which require time and advance notice. In practice, this approach poses challenges when support requests and opportunities come in at the last minute.

IV. Lessons Learned

Facilitative Leadership for Sustainable Policy Reform

Successful collaboration requires a facilitative leader. If executed well, facilitative leadership – which is similar to the local systems strengthening approach – can increase effectiveness by harnessing the resources of many, can increase efficiency by avoiding duplication and conflict, and can be a powerful leveraging mechanism to achieve high-level development goals. However, all too rare is a project whose principal objective is to facilitate the collaboration of organizations and projects in achieving shared goals. Africa Lead is one of those projects. During FY17, Africa Lead facilitated coordination and collaboration among diverse organizations across the program to achieve a goal that none could achieve alone. Our role as a facilitative leader in several complex and context-specific agricultural reform processes revealed important lessons learned about enabling sustainable policy systems.

For example, Africa Lead supported the design and development of Kenya's Agriculture Sector Development Support Programme (ASDSP) during FY17 using facilitative leadership, which helped elucidate and reinforce the critical role of purposeful collaboration and a shared vision plays in enabling a sustainable policy system. Kenya has not conducted a CAADP Joint Sector Review (JSR) since the devolution process started in 2013. because intergovernmental collaboration and coordination has been stagnant. This challenge highlights the principle that a precondition to mutual accountability is purposeful collaboration, which was facilitated by Africa Lead through the JASSCOM. Without a set of shared goals and activities, mutual accountability frameworks are not effective

tools for improving performance in the agricultural sector. Stakeholders need to work toward an agreed-upon shared goal to hold each other and themselves accountable. After the launch of the ASDS, Kenya will need to conduct a JSR to take stock of successes, gaps, and opportunities for action.

Similarly, in Guinea, Africa Lead's facilitative role in the National Agricultural Development Policy (PNDA) and National Plan for Agricultural Investment and Food and Nutritional Security (PNIASAN) development process highlighted the importance of organizational leadership in driving change in the policy system. In the case of Guinea, the Director of the BSD of Agriculture was a champion for the initiative and drove the process to ensure development of a road map and schedule. In addition, the Director worked to mobilize support from a variety of development partners and ensured the participation of the government in CAADP regional and continental meetings. Furthermore, he continually sought technical expertise and welcomed, accepted, and incorporated the recommendations of external advisors involved in the preparatory research and analysis. Lastly, the Director reinforced the importance of inclusivity and multi-stakeholder engagement in the policy process by facilitating consultation with NSA to generate input, feedback, and recommendations for the PNDA and PNIASAN. The AUC and ECOWAS recognized the Guinea model as an example for the region for its timely and inclusive process.

In Nigeria, Africa Lead used facilitative leadership to support to the multi-stakeholder JSR steering committee, which was recognized by FMARD as one of the most significant



changes needed to improve dialogue and coordination with a more inclusive set of stakeholders including the private sector, farmer groups, and civil society organizations. Today the steering committee meets regularly and is chaired by the Minister of Agriculture with the head of the NSA apex group as co-chair – which has proved to be a successful and effective model for reinforcing productive engagement and collaboration. Furthermore, the Secretariat that shares communiques and updates to be validated by the group is housed inside the Ministry, which conveys a strong motivational message to all involved that the government is taking the dialogue seriously. Prior to adopting the strong JSR process, Nigeria held reviews on a sub-sector basis without an effective mechanism to facilitate multi-stakeholder dialogue and coordination internally (inter-governmentally) or externally (between government and NSAs). As a result, stakeholders now have increased awareness about the annual JSR process, the NAIP, and other CAADP and Malabo requirements. In addition, the JSR steering committee now receives and validates all policies and plans related to agriculture before they are publicized.

Africa Lead launched its Country Facilitator Program in April 2017 and our experience brought forward several lessons learned.

Country facilitators see a need to build trust with the CAADP team to build success through an increased level of effort – After the May 2017 *APL Event* and *PP*, the country facilitators for Ghana, Kenya, Guinea, and Senegal provided ongoing support to the BR process and to country development of the NAIP. The CAADP focal point and senior ministry officials in all four countries requested increased levels of effort. In the cases of Ghana and Senegal, the additional requests focused on facilitating higher quality dialogue and obtaining the agreements needed from stakeholders and partners.

Local facilitators can make a compelling case for action not only within their own CAADP country teams, but also with the country delegations from other countries in the region. Africa Lead’s facilitators tend to play an integral role in the implementation of CAADP processes. Due to their position they have the trust and respect of international-, regional-, and country-level organizations and leaders. For example, IFPRI requested support for the Senegal, Guinea, and Ghana country facilitators for its October 9-13, 2017 *Mutual Learning and Capacity Strengthening Clinic on NAFSIP Appraisal and Design for the ECOWAS Member States* held in Saly, Senegal. Country delegations from all the ECOWAS countries except Cote D’Ivoire attended this clinic. The event included a presentation and discussion on the three-day *Institutional Architecture Assessment (IAA) Workshop*, designed by Africa Lead and delivered at the February 2017 *NAIP Toolkit Clinic*. After the clinic presentation and discussions, country delegations requested that the IAA workshop be conducted in their countries. This request highlighted a growing recognition that successful implementation of their NAIPs depends on parallel improvements in institutional architecture.

Country facilitators can increase the usefulness of continental learning events by supporting country delegations before, during, and after events. By assisting in preparations for continental learning events, country facilitators can help ensure that the right people are involved in the country delegation team and that event preparation focuses on the right objectives, expected outcomes, and products. After these events, country facilitators can help ensure appropriate application of lessons, recommendations, and products.

To maximize their effectiveness, local facilitators need continuous, periodic assistance to help ground-truth and

troubleshoot issues. In cases where Africa Lead’s country facilitators were new to the CAADP focal point and country team members in their role as facilitator, Africa Lead staff needed to help clarify the role of facilitator and the expectations of all parties. In retrospect, more support to aid the transition of the country facilitator would enable them to step into this new role smoothly and fully.

In the case of Nigeria and Malawi, both country facilitators had experience with the CAADP focal point as technical consultants but not as facilitators of CAADP processes. Africa Lead staff connected the country facilitators via Skype with country facilitators for Kenya, Ghana, Guinea, and Senegal to discuss country team entry strategies and share updates on country-level activities. Africa Lead staff also included them in webinars for the BR Process *Facilitator’s Guide* and the CAADP Technical Networks.

In the case of Nigeria, Africa Lead staff from its Ghana office visited Nigeria to convene the CAADP focal point, other key officials, and the country facilitator to clarify the role of the facilitator and agree on expectations of all parties. The country facilitator in Malawi would have benefited from a similar meeting. His relationship with the CAADP focal point is excellent, but the broader leadership in the Ministry might have accepted him sooner with this kind of intervention.

In Burkina Faso, a country facilitator was identified, and his contract was ready to execute in August 2017. The USAID Mission in Ouagadougou then decided not to renew the Africa Lead buy-in – thus reducing or eliminating the periodic presence of Africa Lead staff in country – so the contract was put on hold. Without this periodic presence to ground-truth and troubleshoot, it is difficult for Africa Lead to ensure the effectiveness of the country facilitator.

Ensuring Inclusivity is Transformative

Africa Lead’s unique role as facilitative leader also provided useful lessons learned about inclusivity and ensuring that local actors play a productive and constructive role in the policy process. For example, Africa Lead’s experience in Tanzania during FY17 demonstrates that information-sharing to and from the rural grassroots level provides a critical feedback loop to effectively advocate for needed policy changes. Both ANSAF and the Platform for Agriculture Policy Analysis and Coordination reported greater inclusiveness of data and input from the grassroots level thanks to Africa Lead in FY17. For example, ANSAF’s Policy Analyst credited Africa Lead’s support with helping them improve inclusive consultation and dialogue to develop a stronger NAIP. In turn, this organizational-level change at the ANSAF improved the effectiveness of evidence-based advocacy for rural people in the NAIP process. For example, Africa Lead and ANSAF have worked together to create and actively facilitate the Policy Action Group, which is a group of NSAs charged with coordinating research for agricultural policy reform. Key informants at ANSAF also reported that collaborative facilitation by Africa Lead as a member of the PAG contributed to the strengthening of inclusive policy dialogues in Tanzania and in particular, enhanced and improved the inclusivity of the Joint Sector Review (JSR) process. Another example from Tanzania is that the transfer of nutrition information to rural populations, particularly mothers with children under the age of five, can lead to improvements in food security in these communities. This trend emerged from the LGAs in Tanzania, as several stated that they were inspired to provide nutrition information to their constituency because of Africa Lead’s leadership training in FY17 and previous years.



Africa Lead's work in Burkina Faso to facilitate the development of the PNSR II also revealed important insights about ensuring inclusive, constructive engagement of NSA groups in agriculture transformation processes. One important lesson learned was that increased access to and dissemination of policy documents, as well as clear roles for participating stakeholder groups, are critical to increasing stakeholder engagement and enhancing mutual accountability in the policy process. During the PNSR II process, it was clear there were assumptions on the side of the government about stakeholders' knowledge of national agricultural policies, and many NSA lacked clear understanding of the CAADP process. Many beneficiaries reported a desire for greater access to policy documents and proposed policy frameworks before the training to participate more fully.

Monitoring System Performance to Drive Change

Africa Lead's role as facilitative leader in Kenya revealed an important learning about how regular monitoring based on IAA findings can help to improve performance, and ultimately, contribute to strengthening a sustainable policy reform system. Following the release of Kenya IAA findings in 2015, the MoALF requested Africa Lead's support to address those findings. MoALF staff noticed Kenya's ranking following the Institutional Architecture Assessment (IAA), which initially spurred consensus that governmental reforms needed to occur to achieve a better ranking. From 2015 to 2017, MOALF performance in several critical areas improved, and Africa Lead believes the IAA was a contributing factor to that improvement, as it provided visible, measurable evidence of performance gaps. Africa Lead therefore



DLTP Impact Evaluation – field visit. Photo credit: Africa Lead.

believes that the new annual Global Food Security Strategy (GFSS) indicator on institutional architecture will help both measure and exert pressure on governments to improve performance and impact.

Working at the Regional Level

Applying Collaborating, Learning, and Adapting (CLA) can help strengthen the REC's impact with member states – Africa Lead has learned that while the REC's role as conveners of forums to discuss and deliberate cross-border issues is not controversial, finding productive mechanisms to influence member states to act and implement can be challenging. For example, the EAC, Alliance for Commodity Trade in East and Southern Africa (ACTESA)/COMESA, and the Intergovernmental Authority on Development have demonstrated strong capacity to develop regional strategies and action plans to address cross-border, regional issues affecting agriculture development. However, RECs face constraints because they are often understaffed and under resourced, with limited capacity to implement and collect data. Africa Lead's experience demonstrates that using CLA can be useful for motivating REC members to comply with policies, strategies, and commitments. CLA can help promote shared ownership and encourage action among member states in a politically neutral, objective way. For example, Africa Lead is seeing success using a CLA approach to build understanding of COMSHIP commitments and steps to domesticate the harmonized seed policy and to encourage member states to implement it. By continually learning and adjusting to obstacles (first through annual Review Meetings and now through the proposed COMSHIP Mutual Accountability Framework, Africa Lead is increasing the odds of success and speeding up policy harmonization. On the side of the RECs, this iterative learning and adapting also presents a

useful approach to better deliver value to member states, as it helps to spur them into action while shining light on non-compliance to ensure a continuous improvement process.

Quality M&E systems, which allow for decentralized data collection and real-time analysis for decision-making, are in high demand at the REC level – Africa Lead's experience working with several regional organizations in West Africa (WA) during FY17, such as the Permanent Interstate Committee for Drought Control in the Sahel (CILSS), CORAF, and ECOWAS, has demonstrated that high quality M&E systems are a critical need to improve decision making and adaptive management for regional program implementation, as well as to better communicate results and outcomes externally. However, a lack of consistent reporting and uneven data quality across member states poses a significant barrier to operationalizing these systems at the REC level. There is an opportunity to support an integrated M&E system for RECs, which would lead to efficiencies and streamline reporting, including linking this effort with the Biennial Review process, as M&E data feed into the progress reporting for Malabo.

Regional associations can highlight win-wins between the government and private sector – Partners such as African Fertilizer and Agribusiness Partnership (AFAP) and African Seed Trade Association (AFSTA) are effective platforms to elevate the voice of the private sector for key inputs across borders, which would help to increase food security. In addition, their power to harness a unified voice among the private sector is a strong incentive for governments to reform. In both cases there was an opportunity for international companies to provide inputs that are critical to improving productivity, and in turn, food security. Africa Lead's experience with AFAP demonstrates that when the voice of importers, mixers, distributors, and retailers aligns with the benefit



of small farmers, the government can be brought in to help alleviate the regulatory burden. Similarly, in the case of AFSTA, seed harmonization led to the market becoming more attractive to new international seed companies. While regional associations provide a strong platform to lobby governments, they are only as effective as their linkages to country- and local-level issues. To identify and advocate for smallholder farmers and business issues, regional associations must have strong representation and effective communication with smallholder farmers.

Sustainability

Local professionals provide continuity of lessons learned – In the past four years of Africa Lead, there has been clear evidence that an important factor for promoting inclusive policy dialogue has been engaging local policy professionals to lead complicated, context-specific processes with support from Africa Lead. For example, Africa Lead ensured continuity of technical advisory services by using the same consultant who led the Kenya IAA process to engage with the MOALF on intergovernmental coordination in 2016 and 2017. Not only did continuity ensure that lessons learned would be applied from the IAA to future technical support; it also reinforced with the Government of Kenya and other donors the value of using local technical experts over the long term – people who can remain engaged with the CAADP process.

If sustainable, internship programs provide a cost-effective intervention to help organizations implement capacity building recommendations – Africa Lead's West Africa program supports internships to help RECs leverage the skills and competencies of young professionals to bridge organizational capacity gaps identified through the project's capacity and need assessment activities. Over the past year, the FY17 cohort has made key

organizational development contributions and provided valuable technical support to ECOWAS, CILSS, and CORAF in the areas of communications, M&E, and knowledge management.

Strategic partnerships can help scale interventions – Africa Lead's programs in Nigeria, Guinea, Senegal, and Kenya employed strategic partnerships in various ways throughout FY17 to expand the reach and impact of our activities. For example, in FY2015 and FY2016 Africa Lead conducted C4C leadership training in about 22 FTF target counties of Kenya. During FY2017, Africa Lead held discussions with donors and development partners to generate interest in institutionalization and replication of this training curriculum. The FAO, GIZ, ASDSP, and the MOALF agreed to replicate the Africa Lead curriculum in all of Kenya's 47 counties. This replication is ongoing with financial support from GIZ and ADSP, allowing counties to align with ongoing national policy initiatives. Further with the changes in many top official posts at national and county levels due to recent elections, this Training of Trainers will facilitate C4C training and capacity building for incoming personnel.

In Nigeria, Africa Lead collaborated with key private sector and NSA organizations to deliver the C4C leadership course to women and youth leaders in FY17. Strategic partners included Tony Elumelu Foundation (TEF), Fresh & Young Brains Development Initiative (FBIN), ActionAid, and LEAP Africa. Other collaborating partners were the All Farmers Association of Nigeria (AFAN), Grace Green Revolution Foundation, Nigerian Women Agro Allied Farmers Association (NIWAAFA), and Pan African Youth Network for Agriculture (PAYNA). They shared the cost of the training by providing accommodation and local transport for participants. The partnerships enabled Africa Lead to roll out and cascade the C4C

training more cost effectively and to train more participants.

There is an opportunity to promote knowledge-sharing, communicating, and collaborating across the various CAADP technical partners to improve efficiency and impact – For the multitude of CAADP

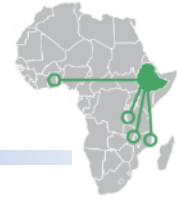
processes to be implemented effectively, technical partners (including Africa Lead) benefit from regular communication and sharing. One cannot overcommunicate in this field. For example, in logistical preparation for the BR Regional Trainings, Africa Lead and AGRA held regular calls (with others) to clarify and agree on what needs to be done, identify responsible parties, and keep an open line of communication. Additionally, at the request of USAID, AUC/DREA scheduled a monthly teleconference with various technical partners to update the schedule of planned Malabo Domestication workshops, and to find agreement on which partners would provide which support.



V. Year-in-Review Summaries

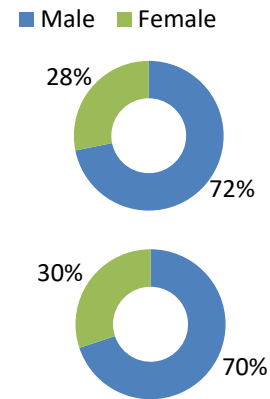
BUREAU FOR FOOD SECURITY

Year in Review | FY2017



KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY4
Number of organizations supported	50	279
Number of private sector and civil society organizations supported	24	111
Number of individuals supported through program events	91	611
Number of individuals trained	0	103
Number of food security events	2	21



KEY PARTNERS

ORGANIZATION	TYPE	AFRICA LEAD SUPPORT
African Union/Department of Rural Economy and Agriculture	Gov	Organizational development, facilitation, and coordination for Comprehensive Africa Agriculture Development Programme (CAADP) and Malabo implementation
Development Partners Coordination Group (DPCG)	Donor	Coordination, facilitation, and knowledge management support
CAADP Non-State Actors Coalition	NGO	Organizational development
International Food Policy Research Institute (IFPRI)/	Research/Academic	National Agriculture Investment Plan (NAIP) Toolkit facilitation and taskforce participation, technical support for IA
CAADP Technical Networks	Research/Academic	Coordination through country-level and continental facilitation and technical input



Regional Strategic Analysis and Knowledge Support System (ReSAKSS)	Research/ Academic	Technical facilitation and national-level coordination on JSR and Biennial Review process
Africa Lead Trainer Network	Network of Africa Lead trainers and facilitators	Advanced Training of Trainers and Coaching Clinics

ACTIVITY OVERVIEW

- Promoted Youth in Agribusiness through the Internship Partnership Network (IPN).** Africa Lead awarded a grant to Agribusiness in Sustainable Natural African Plant Products (ASNAPP) to implement the Entrepreneurship for Opportunity Actualization (EOpAct) Program in five African countries (Ghana, South Africa, Zambia, Senegal, and Liberia). This initiative is part of Africa Lead's youth workforce development strategy through its Agribusiness Internship Leadership Program (A-LEAP). EOpAct provided distinctive services to graduates, youth, and women to build their technical, managerial, and entrepreneurial capacities across agricultural value chains, thus preparing youth to take advantage of agribusiness opportunities. EOpAct organized experiential internships and placed young graduates, students, and women with firms to acquire hands-on, vocational, and managerial skills to become entrepreneurs, employable, or employers. The EOpAct expanded Africa Lead II's existing network of intern-hosting companies and organizations, provided a matching service, built capacity of organizations to develop their own in-house internship programs, and reported on and publicized results achieved by the IPN.
- Malabo Domestication.** Africa Lead started this past year supporting the development of an African Union Commission (AUC) plan for "Domestication of Malabo," to guide and support countries as they develop road maps for updating, aligning, and rapidly rolling out their NAIP. The domestication guidance was used as the structure for an AU plan to work with countries and to galvanize donor support at the country level. Subsequently, Africa Lead supported NAIP Malabo domestication workshops in Kenya, Nigeria, Ghana, Ethiopia, Uganda, and Tanzania through the provision of facilitators and rapporteurs as well as overall logistical support. The aim of these workshops was to help countries develop a roadmap toward a NAIP in line with the CAADP framework. For several of these events, Africa Lead initiated and supported participation by representatives of various CAADP Technical Networks.
- Biennial Review training.** Africa Lead supported six Biennial Review Regional Training events for data experts from 51 AU member states from Western, Central, Eastern, Southern and Northern Africa regions. These trainings sought to build the capacity of AU member states in collecting and reporting the required data for the first Biennial Review report. A total of 156 representatives from 51 AU countries were trained and developed a data roadmap for their respective countries. Aside from providing facilitators and rapporteurs for these events, Africa Lead compiled a lessons learned document with recommendations. In addition, Africa Lead participated in the "Experts training on the Biennial Review Database and Content of the Continental Report on progress made for implementing the Malabo Declaration" to prepare representatives from the various RECs for their roles in technical handling of the Biennial Reports from the countries, which the RECs are to synthesize into a regional dataset and report. Following this workshop, Africa Lead hosted

three webinars to enable ReSAKSS and partners to provide additional follow-up support and live technical instruction to participants.

- ▣ **Support to CAADP Technical Networks.** Africa Lead provided support to develop CAADP Technical Networks to serve as communities of practice that provide training, technical advice, and other support for development, alignment, implementation, and reviewing the impact of countries' NAIPs. Aside from ongoing efforts to form and operationalize the technical networks, Africa Lead and its partner, PICO-Eastern Africa, invested in showcasing the potential role of networks as a new continental institutional mechanism to harness and channel analysis, tools, methods, knowledge, and other support required by AU Member States, Regional Economic Community (RECs), and other CAADP implementers to put the Malabo Declaration into practice. For example, there was a facilitated session on "Strengthening Systemic Capacity Building for CAADP Implementation at all Levels: Use of Existing Networks" at the CAADP PP, and a CAADP Technical Networks Webinar by BFS and Agrilinks for 162 participants. On the sides of the African Green Revolution Forum (AGRF), Africa Lead supported a CAADP Technical Networks workshop to discuss ways forward for operationalizing, coordination, and funding technical networks. Recommendations from this event will be presented at the Development Partners Coordination Group (DPCG) in October 2017.
- ▣ **Support to Develop Agenda and Implement Agriculture Policy Learning Event (APLE).** Africa Lead worked with the leadership team at IFPRI, USAID, the Bill & Melinda Gates Foundation (BMGF), and the AUC to develop and agree on an agenda for the two-day Agriculture Policy Learning Event. Africa Lead provided six facilitators and coached them on the process and content of the event.
- ▣ **Launch of CAADP Facilitation Team.** Africa Lead hired country-based facilitators to provide technical assistance (TA) and facilitation support to the CAADP focal point and country teams in six countries – Senegal, Guinea, Ghana, Nigeria, Kenya, and, more recently, Malawi. Selection of facilitators was based on their previous experience working with CAADP processes in the country. Since the launch of the program in April 2017, country team facilitators have been assisting with the Biennial Review process, Joint Sector Reviews, and NAIP 2.0. The facilitator scope of work also includes providing support to the CAADP country team's engagement with the seven Technical Networks. Africa Lead developed a facilitator's guide to describe Africa Lead's approach to facilitation support to the Biennial Review (BR) process – especially for the data collection and review process, and validation of the country report; and it conducted French and English orientation webinars to walk through the facilitator guidelines. Other country facilitators in non-Africa Lead countries were provided with copies of the guidelines and invited to participate in the webinars as part of a larger collaboration with IFPRI/ReSAKSS. Africa Lead also organized a first in a series of webinars to bring together facilitators and CAADP country team members with representatives of the CAADP Technical Networks. The purpose for this series of webinars is to activate engagement between CAADP country teams and the Technical Networks – to raise awareness and facilitate dialogue about country NAIP roadmap priorities and BR recommendations on the one hand, and the expertise and resources available through the Technical Networks on the other.
- ▣ **Support to AUC/ Department of Rural Economy and Agriculture (DREA).** Africa Lead assigned a short-term consultant to support the AUC/DREA senior advisor in developing a business plan for the AU agencies, and an operational plan identifying the specific actions and outputs of AUC/DREA. The consultant worked with the AU CAADP team, including representatives from the New Partnership for Africa's Development (NEPAD) Planning and Coordinating Agency (NPCA) and specialized technical committees conducting work aligned



to the Malabo Declaration goals. Furthermore, Africa Lead provided facilitation support for an AUC/DREA staff retreat and strategic planning session in Addis Ababa. The purpose of the retreat was to focus on the next five-year workplan and provide learning and reflection to inform planning for the short-/medium-term future. Another part the support that Africa Lead provides AUC/DREA for achieving Malabo Declaration goals is the New Alliance (NA) Unit. Africa Lead seconds a full-time, three-person team to lead the AUC/DREA support to the Grow Africa/NA goals. The NA team engages with Grow Africa, G-7 Development Partners, and the 10 NA member states. Africa Lead facilitated a staff retreat for the NA, provided professional editing of the Grow Africa/NA Joint Progress Report, and participated in regular check-in calls between the NA team and G-7 donors.

- ▣ **Africa Lead Trainer Network.** Africa Lead continued to strengthen the skills of the Africa Lead trainer network, which includes more than 80 professional facilitators. Building on the experience and recommendations from the project's advanced training of trainers (TOT) in 2016, Africa Lead conducted two Coaching Clinics for 43 Africa Lead trainers, facilitators, and staff in East and West Africa. A three-months post assessment of the changes and impacts from the Coaching Clinics showed very high retention and application rates with ample evidence that these coaching skills further strengthen and empower Africa Lead's support to the CAADP/Malabo process. In addition, Africa Lead launched an online directory of its trainers and facilitators in East Africa and started work to include those from West Africa. The purpose of the online directory is to enable other organizations to use these experienced trainers and facilitators with a proven track record in delivering capacity building training programs for multiple stakeholders within the agricultural sector.
- ▣ **Early-Generation Seeds (EGS).** In FY 2017, Africa Lead organized and led national dialogue on EGS in Rwanda and Zambia to share findings and recommendations of the EGS study with stakeholders and partners while building a consensus on pathways to strengthen the seed sector. Africa Lead sees this effort as an opportunity to further engage country-level dialogue and policy reform amongst key stakeholders in the seed sector in both countries. These workshops were important follow up activities resulting from work done in FY 2016, when Africa Lead commissioned four studies, sponsored by USAID's Bureau for Food Security, to determine pathways for promoting the commercial and sustainable production and delivery of EGS of selected food crops in Rwanda, Zambia, Nigeria, and Kenya. The studies analyzed existing EGS seed systems, EGS demand, and profitability, in addition to proposing specific seed market archetypes for each crop. It also identified key challenges pertaining to seed commercialization and formulated recommendations to develop a commercially viable seed value chain taking into account public investments to be made where necessary.
- ▣ **NAIP 2.0 Toolkit.** Africa Lead collaborated with IFPRI/ReSAKKS on developing the Institutional Architecture (IA) methodology to assist with the design and implementation of NAIP 2.0. In February, Africa Lead conducted an Institutional Architecture Workshop (or clinic) in Dakar, Senegal to train a set of experts and stakeholders in the IA methodology. Sixteen experts represented six countries in the three-day workshop. The purpose of the workshop was to introduce the methodology to participants who are either stakeholders in their own country's IA or who can conduct similar workshops elsewhere in the continent. After the workshops in Dakar, Africa Lead and IFPRI/ReSAKKS planned for workshops to introduce the IA methodology, among other tools in the toolkit, to a larger set of countries, with a focus on ECOWAS countries.
- ▣ **Support to the Fisheries Network Advocacy Workshops.** Africa Lead supported the Fisheries Alliance Network of Ghana (FANG) and the Inland Culture Fisheries Association of Ghana (ICFAG) to organize two (2) high-level national stakeholder consultation workshops

to establish a national aquaculture development authority for Ghana. Experts in the fisheries sector met in two separate workshops to deliberate on the challenges that aquaculture farmers face. Discussions also centered on how the proposed authority will facilitate specific strategies to address challenges to boost the fishing industry. The fisheries industry contributes around 4-5 percent of the national GDP. Seventy-six (76) participants (51 male and 25 female) attended both workshops. Follow up activities will include a national workshop to capture the findings from the workshops and a draft of a policy brief for presentation to the Ministers of Agriculture and Fisheries.

- **Support to the CAADP Non-State Actor Coalition (CNC).** Africa Lead supported the CNC to accomplish several important milestones during FY17. For example, the CNC held the Coalition’s first General Assembly in Kigali, which brought together over 50 individual members from civil society across 17 countries, including farmer organizations, media, private sector entities, women and youth organizations, and academic and research organizations. The purpose of the General Assembly was to discuss the CNC’s progress since its inception in 2014, strategic planning for the future, as well as the proposed institutional structures to maximize NSA involvement in policy reform processes. At the conclusion of the meeting, the CNC also held elections for organizational members of the Coalition’s new governing council. Another important milestone that was achieved with Africa Lead support in FY17 is that the CNC recruited and onboarded three key staff to support the Secretariat: Programs/Research Assistant, Communication/Outreach Assistant, and Monitoring, Evaluation, and Learning Officer. During FY17, the CNC has also made progress with the national-level engagement process in several countries, including Ghana, Senegal, Rwanda, Nigeria, Tanzania, Uganda, and Kenya. In addition, during FY17, the CNC also pursued resource mobilization efforts and held strategic consultations with various partners, such as ActionAid, Oxfam, the One Campaign, BMGF, and AGRA. Lastly, the CNC also participated in several key events throughout the year as a representative and advocate for strong, constructive NSA engagement in agricultural and food security policy process, such as the Agricultural Policy Learning Forum Organized by AGRA in May, the CAADP PP in June, the AGRF in September, several meetings on the Biennial Review process, as well as a planning meeting with ReSAKKS and other groups in Jun 2017 to brainstorm and discuss participatory methodologies that can be used to collect data to complement the Biennial Review.

LEVERAGING

- **Strengthening of NSA Engagement in CAADP Processes** -- Through our grant to the Agency for Cooperation and Research in Development (ACORD)/CNC Secretariat, Africa Lead has leveraged collaboration opportunities with key partners such as ActionAid, AGRA, and Oxfam. For example, during the CNC General Assembly in Sept 2017, Action Aid Rwanda contributed to the cost of conducting the meeting, providing up to \$3,000 USD of the conference package. In addition, Oxfam sponsored a brainstorming meeting during FY17 among NSA groups in Burkina Faso to strengthen engagement at the national level, which was convened in Ouagadougou from 27 – 28 September 2017. Oxfam provided hotel and conference costs, as well as transportation and hotel accommodation for participants outside the capitol. In addition, Action Aid International provided approximately \$20,000 USD in funding to facilitate the participation of 10 smallholder farmers in the Planning and Methodology Meeting on the CAADP BR Process, which was held in Jun 2017. The meeting objective was to ensure the effective engagement of NSAs, particularly smallholder farmers, in monitoring the Malabo Commitments through the CAADP BR process.



- **Early Generation Seeds Systems Activity** – Africa Lead supported a significant component of the EGS Systems program, which leverages funding from the Bill and Melinda Gates Foundation (BMGF) to make significant seed system changes to break the bottlenecks for breeder and foundation seed in sub-Saharan Africa. Africa Lead, along with its subcontractor Context Network, led stakeholder workshops to move the policy process surrounding seeds forward in Rwanda and Zambia. USAID Rwanda contributed half the funding for a three-day multi-stakeholder workshop, culminating in a national conference bringing together stakeholders including government and the private sector.
- **Additionality to Leverage Existing Investments in CAADP and Malabo Implementation** – Through support to the Special Advisor to the AUC/DREA Commissioner, Africa Lead helps to ensure that investments from a variety of multilateral and bilateral donors are leveraged to achieve the shared objectives, principles, and values of the CAADP policy development process. In addition, during FY17 Africa Lead provided several key inputs to ongoing Seize the Moment initiatives and Continental-wide coordination efforts to improve Malabo domestication and CAADP implementation. For example, Africa Lead provided facilitators and rapporteurs to support NAIP domestication workshops in ten countries during FY17. In addition, Africa Lead co-facilitated six regional Biennial Review trainings in collaboration AGRA in FY17. In the case of Ghana, Africa Lead's facilitator helped to secure additional funding from FAO for the workshop. Lastly, Africa Lead provided significant support in terms of design and facilitation of the Policy Learning Event in 29-30 May 2017 to add additional value to AGRA's existing investment in the event. Africa Lead's support to the Technical Networks is also helping to leverage the efforts of members to participate in the various communities of practice to support NAIP 2.0 efforts.
- **Co-Funding with Missions** – While not considered leverage by the traditional definition, Africa Lead is also extending the reach and scope of BFS investments through various co-funded activities with bilateral missions. Africa Lead is in a unique position to test this as a programmatic approach for bridging the gap between Continental-level efforts and in-country ownership to drive Malabo implementation forward. During FY17, Africa Lead saw a strategic advantage in the use of co-funding as an implementation model to build buy-in and alignment with country strategies and priorities. For example, BFS funding was used to compliment ongoing activities to engage and organize NSA networks in Kenya, Nigeria, and Ghana funded by the bilateral missions in those countries. In addition, during the first four years of Africa Lead, BFS supported 16 JSR in several countries, including Senegal and Nigeria. These investments served to demonstrate the value of the JSR at a country level, and starting in FY17, Missions in Senegal and Nigeria are supporting the JSR in these countries. In the final year of the project, Africa Lead will continue to explore opportunities for catalyzing and piloting activities with BFS funding which contribute to shared learning objectives and ensure results are owned, led, and managed by countries.

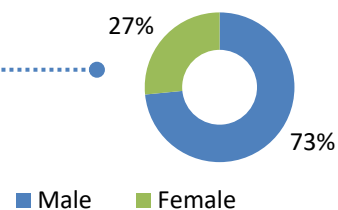
EAST AFRICA MISSION

Year in Review | FY2017



KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY4
Number of organizations supported	30	87
Number of private sector and civil society organizations supported	12	33
Number of individuals supported through program events	38	177
Number of individuals trained	0	0
Number of food security events	2	10



KEY PARTNERS

ORGANIZATION	TYPE	AFRICA LEAD SUPPORT
African Seed Trade Association (AFSTA)	NGO	Workshop facilitation
Common Market for Eastern and Southern Africa / Alliance for Commodity Trade in East and Southern Africa (COMESA/ACTESA)	RIGO	Capacity building, support for COMSHIP Mutual Accountability Framework
Intergovernmental Authority on Development (IGAD)	RIGO	Capacity building, conference facilitation
African Union Inter-African Bureau for Animal Resources (AU-IBAR)	RIGO	Workshop facilitation

ACTIVITY OVERVIEW

- Supporting Institutional Strengthening for AFSTA.** Africa Lead continued to provide organizational strengthening support to the African Seed Trade Association (AFSTA). Africa Lead organized a two-week learning visit to the United States to promote leadership development for five senior AFSTA board members to visit the American Seed Trade Association (ASTA) in Minneapolis, Minnesota and to meet with USAID and the World Bank in Washington, DC. The learning visit included participation in the ASTA Congress in Minneapolis, holding meetings with key AFSTA leadership (including current, incoming, and



previous board chairpersons and the Canadian Seed Trade Association); a field visit to selected seed companies (Syngenta Seed Co and Eldorado Packaging); and discussions with senior management. The AFSTA visit to Washington, DC involved meetings with the USAID Bureau for Food Security and the World Bank Africa Agriculture Unit. The discussions with USAID and the World Bank elevated AFSTA leadership's perspectives about their potential roles on behalf of the seed industry. These meetings focused on the need for seed information collection, the use of a seed index, and the role of the private sector in facilitating government to understand how to improve regulations related to seed trade.

AFSTA developed an action plan during the visit, with nine action points that they will begin implementing next quarter based on their learning visit. Actions include developing performance review protocol for the AFSTA Secretary General and Board of Directors; recruiting senior staff with competencies in policy advocacy, partnership, and networks; improving board interactions and outreach to members; and organizing board trainings on governance with USAID and the World Bank.

- **COMESA Seed Harmonization Implementation Plan (COMSHIP) Mutual Accountability Framework Development.** Africa Lead supported ACTESA in Q3 and Q4 to develop a COMSHIP Mutual Accountability Framework (MAF). Working with ACTESA, Africa Lead facilitated a sensitization workshop, gathered initial input, and agreed on a roadmap for MAF development with the Seed Technical Committee (which coordinates and spearheads COMSHIP implementation) at stakeholders meetings in Cairo, Egypt and Kampala, Uganda. Africa Lead then organized a two-day workshop in May 2017 to finalize the framework, leading to the delivery of a process report and draft framework that were later validated at the second core COMESA team meeting in June. The discussions in the three meetings facilitated by Africa Lead helped participants reflect on results, harmonize ongoing activities, and generate immediate actions to establish processes, structures, and relationships that support COMSHIP implementation.
- **Support to the East Africa Seed Network Online Collaboration Platform.** As part of Africa Lead's effort to promote constructive, ongoing regional policy processes, Africa Lead engaged more than 50 seed sector stakeholders in Q4 to test the feasibility and their interest in an online collaboration network and mobile application. The East Africa Seed Network online platform seeks to improve seed trade by linking together the most important stakeholders working on seed trade in East Africa across the private and public sectors. Current platform users include ACTESA, AGRA, AFSTA, the USAID-funded East Africa Trade and Investment Hub, and The African Seed Access Index (TASAI). The platform's growth has been slow; however, it has steadily increased, with user posts increasing 400 percent in the past three months. Africa Lead plans to continue supporting the platform for the next six months to promote growth and ensure sustainability.
- **Inspiring Youth Agribusiness Entrepreneurship.** Africa Lead in partnership with subcontractor Mediae launched the reality TV series titled, "Don't Lose the Plot". The launch event in May was attended by USAID and the U.S. Ambassador to Kenya Robert Godec, who highlighted in his opening remarks the important role of agriculture as a viable business opportunity to create a lasting livelihood for unemployed youth. Forty participants attended the launch, including two media houses. The launch involved a panel discussion with youth agricultural leaders on challenges and opportunities for youth in agriculture and agribusiness. The first of 13 episodes of "*Don't Lose the Plot*" was aired in May in Kenya and Tanzania. The show is broadcast in English and Swahili and is branded under Mediae's popular "Shamba Shape Up" show that reaches 9 million people each week in Kenya, Uganda, and Tanzania.

- **Don't Lose the Plot Impact Evaluation.** Africa Lead and subcontractor TNS completed the evaluation methodology for Don't Lose the Plot to assess the impact of the show across 10,000 households in Kenya and Tanzania. After reviewing rough-cut episodes of the reality TV series, Africa Lead supported TNS to develop an evaluation matrix of the intervention effect to assess behavior change and skills acquisition among youth as a result of viewing the instructive reality TV show. TNS conducted the impact assessment in June once the show began its broadcast schedule.
- **Strengthening of the Horn of Africa Resilience Network (HoRN) Communications to Enhance Collaboration and Learning.** In Q3, Africa Lead developed and shared the first monthly Horn of Africa Resilience Network (HoRN) Learning eUpdate with more than 150 resilience experts from 58 HoRN partners in East Africa, West Africa, and Washington, DC. The eUpdate provided partners with summary information on HoRN and requested they share successes, upcoming events, and lessons learned to be captured in future eUpdates. The monthly eUpdate was developed to foster collaboration and learning among HoRN partners.
- **USAID's Somalia Resilience Framework.** In Q3, Africa Lead developed a Somalia Resilience Framework for USAID/East Africa. The framework provides practical lessons on resilience programming, summarizes best practices and opportunities for programming in the Somali context, and proposes performance measurement indicators. The framework was developed for USAID to use when designing and implementing programming.
- **Facilitation of the USAID East Africa Regional FTF and Trade Africa Conference.** Africa Lead facilitated the USAID East Africa Regional Feed the Future and Trade Africa Conference in March 2017 in Kigali, Rwanda. Seventy-four participants from USAID Washington, East Africa Regional and Bilateral missions, implementing partners, three RIGOs, and private sector actors (businesses and associations) participated in the meeting. Main topics included understanding the role and work of the USAID regional office; and identifying areas, mechanisms, and specific actions of collaboration, communication, and learning to improve regional programming, integration, and trade. Participants interacted with Rwanda businesses engaged in regional export and visited the Rwanda Revenue Authority to learn about the challenges and opportunities for small businesses in regional and international trade.

Participants identified short- and long-term actions to strengthen regional and bilateral mission collocation, domestication of regional policies and enhance communication. Africa Lead is in discussions with USAID/East Africa to provide support in rolling out aspects of the action plan. In addition, participants indicated overall above-average to high satisfaction (scores of 4 and 5) with the conference facilitation and structure, including the pre-planning stage.

- **Communications Support for USAID/East Africa.** Africa Lead supported the USAID/East Africa Mission in Q3 and Q4 to produce and disseminate its first regional eNewsletter, update its contact list, and develop an events calendar for USAID East Africa Regional and Bilateral Mission staff. The first eNewsletter was sent out in May to more than 250 colleagues, partners, and key stakeholders. It provided an update on USAID/East Africa major achievements, upcoming events in the quarter, and weblinks to program reports, documents, and the USAID/East Africa Action Plan that was developed at the USAID/East Africa Regional Conference in March in Rwanda. Africa Lead will continue to develop eNewsletters for USAID on a monthly basis. Communications and programs staff will also meet with the USAID-funded Kenya Support Services Project (KSP) and East Africa Trade and Investment Hub to assess areas for closer collaboration and joint communication



support to USAID to bridge the information gap, enlist bilateral missions support to regional mission activities, and create synergies to address thematic cross-cutting issues across the region.

- ▣ **Intergovernmental Drought Disaster Resilience and Sustainability Initiative (IDDRSI) 5th Anniversary Event.** In Q3, Africa Lead continued to support preparations for the Intergovernmental Authority on Development (IGAD)'s IDDRSI 5th Anniversary event in August. The program has two consultants supporting a reflection paper focused on achievements and lessons learned from the IDDRSI initiative. The reporting consultant reviewed relevant documents, held consultations, and produced a draft reflection paper that highlighted achievements, lessons learned, best practices, and investment opportunities for resilience in the next five years. This paper will be finalized and distributed next quarter.

LEVERAGING

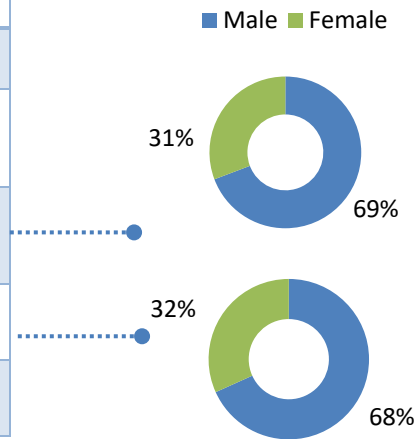
- ▣ **COMESA Seed Harmonization Implementation Plan (COMSHIP) Mutual Accountability Framework Development.** Africa Lead supported ACTESA in Q3 to develop a COMSHIP Mutual Accountability Framework (MAF). Working with ACTESA, Africa Lead facilitated a sensitization workshop, gathered initial input, and agreed on a roadmap for MAF development with the Seed Technical Committee (which coordinates and spearheads COMSHIP implementation) in the February annual meeting in Cairo, Egypt. Africa Lead supported consultations and helped to establish processes, structures, and relationships that support COMSHIP implementation. As part of the activity, ACTESA provided \$5,000 in leverage in the form of staff time for preparation of meetings and trainings.
- ▣ **Support to the USAID and African Union Inter-African Bureau for Animal Resources (AU-IBAR) Africa Regional Livestock Trade Stakeholder's Workshop.** Africa Lead facilitated in collaboration with AU-IBAR a Livestock Trade Stakeholders Conference in February 2017 in Nairobi that was attended by 45 participants from regional and bilateral missions, development partners, experts, livestock trade associations, government officials, and private businesses. As part of the activity, AU-IBAR provided \$4,000 in leverage in the form of staff time, equipment, and supplies for the workshop.

KENYA MISSION

Year in Review | FY2017

**KEY DATA POINTS**

PROGRAM RESULTS BY INDICATOR	Q4	PY4
Number of organizations supported	74	264
Number of private sector and civil society organizations supported	10	57
Number of individuals supported through program events	173	910
Number of individuals trained	0	63
Number of food security events	10	44

**KEY PARTNERS**

ORGANIZATION	TYPE	AFRICA LEAD SUPPORT
National Drought Management Authority (NDMA)	Gov	Organizational development
Joint Agricultural Consultation and Cooperation Mechanism (JASCCM)	Gov	Capacity building support; meeting facilitation
Agriculture Council of Kenya (AgCK)	NGO	Capacity building support
Ministry of Agriculture, Livestock, Fisheries	Gov	Capacity building support and process facilitation
Agriculture Rural Development Donor Group	Donor	Capacity building support
Arid and Semi-Arid Lands Donor Group	Donor	Capacity building support
Tegemeo Institute of Agricultural Policy and Development	Academic	Organizational development



ACTIVITY OVERVIEW

- **Organizational Support to Tegemeo Research Institute.** Africa Lead facilitated a two-day validation workshop in January 2017, attended by 35 senior technical staff from the Tegemeo Institute of Agricultural Policy and Development at Egerton University to review and validate the draft Organizational Capacity Assessment (OCA) and Capacity Development Plan. Tegemo and USAID finalized and approved the report and plan in February. The Capacity Development Plan is now being used to facilitate the realignment of Tegemeo within the Kenyan devolved system, allowing them to increase their effectiveness in supporting policy analysis, design, and engagement with the 47 county governments in Kenya.
- **Support for Kenya Cross-County Innovation and Learning.** Africa Lead partnered in Q3 with the World Bank and the Kenya Council of Governors (CoG) Maarifa Centre to host a two-day conference, titled "Innovations and Learning Forum", for 250 participants from all 47 counties in Kenya. Africa Lead also hosted a parallel session for 85 participants at the event on "ICT for Agriculture and the Evolution of Extension Services in Kenya". Participants included county officials; ICT private sector vendors; development partners (One Acre, KAVES, World Bank, AGRA, and Mercy Corps); national government representatives; media; and farmers. The forum provided an opportunity for knowledge partners, counties, and the Maarifa Centre to share best practices on topics including ICT for Agriculture and Agriculture Extension Services in a Devolved Kenya; County-Led ICT Innovations; Inter-county e-Learning Platforms; and strengthening the partnership between the Joint agriculture secretariat (JAS) and the Maarifa Centre on knowledge-sharing, collaboration, and learning.
- **Supported National and County Governments to effectively coordinate agricultural policy implementation.** In FY17, Africa Lead also supported the development of the Agricultural Sector Growth and Transformation Strategy (ASGTS) that is currently going on. In March 2017, the MOALF Cabinet Secretary appointed a ASGTS task force, composed of high level representatives from government and NSAs including AgCK. Africa Lead was also incorporated as a member of the task force and the core technical team to play a facilitative role in the development of the long term strategy. Africa Lead facilitated four task force workshops in FY17 and provided technical support to the development and writing of the strategy by the task force's technical working group by seconding two coordinating authors and a junior consultant to provide technical and strategic support.

Africa Lead provided both technical and logistical support in 2017 to the convening of quarterly Joint Agricultural Sector Steering Committee (JASSCOM), which brought together the Agricultural Committee of the Council of Governors (CoG) and the Cabinet Secretary from the Ministry of Agriculture, Livestock and Fisheries (MOALF) to discuss key agricultural sector priorities. Quarterly topics included: constitution of a taskforce to spearhead the development of a new sector strategy and investment plan, appointment of interim Joint Agriculture Secretariat (JAS) to operationalize the Joint Agricultural Sector Consultation and Cooperation Mechanism (JASCCM), development of a multi-stakeholder committee to address prevailing fertilizer and agricultural input challenges, a review of the Agricultural Sector Development Strategy (ASDS), the development of a Youth in Agriculture and Agri-Business Strategy, JASSCOM staff terms of reference and recruitment, and discussion of JASSCOM's organogram, work plan, and budget.

Based on JASSCOM recommendations, Africa Lead provided further technical support that led to the development of a JASSCOM Sector Strategy and Investment Plan. Africa Lead

also provided technical support in partnership with GIZ and ASDSP on finalizing an overarching JASSCM Program Document that describes the mechanism's structure, roles, and responsibilities, and endorsed and established the JASSCM Secretariat, or the Joint Agriculture Secretariat (JAS). The JAS is now fully operational with staff seconded by both the national and county governments.

- **Support to the Agriculture Council of Kenya (AgCK).** Africa Lead continued to provide institutional and technical support to the Agricultural Council of Kenya (AgCK) this quarter to further enhance its role in inclusive policy dialogue and decision-making at the county and national level. AgCK is the national chapter for CAADP NSA Coalition (CNC) in Kenya. Africa Lead facilitated an AgCK Steering Committee to develop an annual work plan to support their 2018 membership drive, establishment of a Secretariat, and strengthening of the engagement process for promoting active membership. Africa Lead also supported 10 representatives from the Young Professionals in Agriculture and Rural Development (YPARD), a subsidiary member of AgCK, to participate in consultations to finalize the Government of Kenya's National Youth in Agribusiness Strategy. In addition, Africa Lead provided support for three AgCK cluster consultation meetings, including: research and academia, agro-processors, and the youth chapter. In FY18, Africa Lead will support AgCK to participate in various agricultural policy and institutional processes, including the development of the new Kenya Agriculture Sector Development Strategy and Investment Plan.
- **Strengthening ARD Donor Coordination.** Africa Lead provided targeted technical support in FY17 to the Agriculture Rural Development Donor Group (ARDDG) to ensure their effective participation in several meetings - the second Joint Agricultural Sector Steering Committee (JASSCOM) held in May, an Emergency Intergovernmental Food Security Meeting, a Fall Army Worm (FAW) infestation meeting, the Inter-Ministerial Global Open Data for Agriculture and Nutrition (GODAN) Conference, and monthly meetings with the Arid and Semi-Arid Lands Donor Group (ASALDG). Africa Lead also facilitated a donor mapping exercise of all donor investments in the agricultural sector for ARDDG and the ASALDG against the various Government of Kenya (GoK) agriculture priorities. The success of the ARD Donor Mapping Tool developed by Africa Lead has led to the decision by the ASAL Donor Group to develop a similar mapping tool next year. Donor investments in ASAL areas will be mapped against the six Ending Drought Emergencies (EDE) pillars to inform the GoK on the extent to which donors are aligned to national sector priorities.
- **Organizational Capacity Assessment (OCA) and Strategic Planning with the National Drought Management Agency (NDMA):** Africa Lead facilitated data collection and the review of key documents as part of the Organizational Capacity Assessment (OCA) process for the Kenya National Drought Management Agency (NDMA) in Q1 and Q2 this year. In collaboration with NDMA, Africa Lead held county level consultations on the OCA in Isiolo, Kitui and Baringo Counties and supported a stakeholder brainstorming session in Nairobi with county and national level participants. Africa Lead consolidated preliminary findings and recommendations from the consultative sessions into a report, presented the report to NDMA officials, USAID, and other donors and partners in May 2017 and is now supporting the organization to develop a strategic plan.
- **Supporting the Development of the EDE MTP III Sector Plan for 2018-2022.** Africa Lead provided technical support in Q3 and Q4 to a taskforce constituted by the Kenya Ministry of Devolution and Planning to develop the Ending Drought Emergencies Medium Term Plan III (EDE MTP III). This work included facilitating consultative meetings that brought together various government ministries, including Education, Health, Nutrition, Agriculture, Livestock,



Roads, Interior and Coordination, Water and Irrigation, and government officials from departments in National Treasury, Planning and Statistics, Special Programmes, and the National Drought Management Authority (NDMA) as well as development partners such as the FAO and UNDP. Africa Lead supported the task force in Q4 to finalize the EDE MTP III plan and submit a summary of the plan to the Ministry of Devolution and Planning. Priorities identified under the EDE MTP III will form the basis for government and development partners support on ASAL development for the next five years.

- **Facilitation of PREG Joint Work Planning and Team-Building Workshops.** Africa Lead facilitated joint work planning and team-building workshops in five counties, including Turkana, Marsabit, Wajir, Isiolo, and Garissa. A total of 96 participants from USAID implementing partners, county government officials, and National Drought Management Authority (NDMA) attended all five workshops in the arid and semi-arid lands (ASAL) counties of Marsabit, Turkana, Garissa, Isiolo, and Wajir. Following these workshops, the counties identified county-specific actions that will help them better coordinate their activities. To identify two sites where they are implementing different activities, partners identified ways to coordinate and integrate their activities to benefit the respective communities. In FY18, Africa Lead will facilitate advanced county joint work planning workshops to make revisions to the developed joint work plans and more effectively sequence and layer proposed activities.
- **Facilitation of National Drought Management Authority (NDMA) Ending Drought Emergencies (EDE) Evidence-Based Learning Meeting.** In July 2017, NDMA, serving as the focal point in government for implementation of EDE and the Chair of Pillar 6, with support from Africa Lead, convened a one-day meeting to deliberate on and determine how to coordinate generation and utilization of evidence-based data to inform policy actions and investments for implementation of the EDE common program framework (CPF). The meeting brought together a cross-section of stakeholders involved in supporting resilience, economic development, and investment in Kenya. From the meeting, there was a general consensus that NDMA should actively take up the role of providing a central repository of the research materials from various stakeholders. They should in addition appoint a focal person to take up the knowledge management role and finalize the knowledge management strategy, which will provide clear guidelines of NDMA engagement with its stakeholders. This activity was in support of component three of PREG, which aims to support evidence-based policy and investment choices by EDE stakeholders to strengthen resilience and economic growth.
- **Institutionalization of Champions for Change (C4C) Training.** In FY17, Africa Lead replicated and expanded the C4C leadership training it first conducted in 22 counties in FY15 and FY16 to all 47 counties in Kenya in collaboration with the MOALF and other donors (FAO, GIZ, and SIDA) to increase the leadership capacity of county executives, officers, and other government officials. This expanded collaboration and financial support includes scaling C4C throughout the county governments to support transformative leadership and strengthen coordination, policy domestication, sector planning, and evidence based planning to top county officials. The ongoing training ensures that gains made in the first phase of devolution are not lost and that momentum is sustained for new county leadership following the recent national elections.
- **Establishment of the Joint Agriculture Sector Consultation and Cooperation Mechanism (JASSCM).** Africa Lead supported the establishment of JASSCM through facilitation of the 2nd Intergovernmental Forum in November 2016 that brought together 220 participants from government, the private sector, and development partners. Without Africa Lead support, this high level forum would not have taken place. The purpose of the forum

was to address the deadlock between the national and county government on key agricultural development issues. Outcomes out of the forum included endorsement of the JASSCOM, endorsement of a national youth in agribusiness strategy, and agreement on an outline for the agricultural sector strategy and its investment plan. Africa Lead also continued providing technical support to the operationalization of the JASSCOM and its secretariat (JAS), which is now fully operational with staff seconded from two levels of government. Africa Lead also facilitated two JASSCOM meetings where key policy decisions were agreed on including implementation and funding levels at the county level, responding to fall army worm, and the development of a national sector strategy.

- ▣ **Learning Events for the USAID/Office of Economic Growth (OEG).** Africa Lead facilitated three learning events for USAID/OEG in FY2017. In December 2016, Africa Lead facilitated a four day Poverty Learning Event in West Kenya that brought together 55 technical staff from a cross-section of OEG Implementing Partners together with mission staff to share experiences and reflect on overall strategy, tactics and tools that can be used to accelerate poverty reduction in the region. In addition, Africa Lead facilitated USAID/OEG Quarterly Partners meeting in June and September 2017 for OEG staff and Implementing Partners to exchange information on current USAID programs and priorities, establish modalities for communication and learning amongst partners, and develop an action planning with agreed upon actions and different task forces to drive initiatives. Approximately 45 USAID and Implementing Partner staff attended each of the one day events. The second partners meeting began a thematic focus that will be incorporated for all future meetings. The event focused on “Deepening Private Sector Engagement to Drive Economic Growth” and included guest speaker Nik Nesbitt, IBM CEO for East Africa, and private sector panelists.

LEVERAGING

- ▣ **Kenya Cross-County Learning.** In Q3, Africa Lead partnered with the World Bank and the Kenya Council of Governors (CoG) Maarifa Centre to host a cross-county learning activity during the innovations and learning conference. Africa Lead held a side event on ICT in agriculture and evolution of extension services, which 89 participants attended. Africa Lead leverage \$142,525 in conferencing, per diems, transport, and other logistical costs from the World Bank.
- ▣ **Training of Trainers to Roll Out Champions for Change (C4C) training throughout Kenya.** Africa Lead oversaw a four-day Champions for Change (C4C) Training of Trainers conference in March 2017 in Nakuru, Kenya. Partnering with FAO, GIZ, ASDSP-SIDA, and the MOALF, the ToT facilitated the handover of C4C to GIZ and ASDSP, which will now lead and cover the cost of C4C expansion to all 47 counties. Africa Lead estimates leveraging applicable to this activity’s expansion to 47 counties at \$1,892,039.



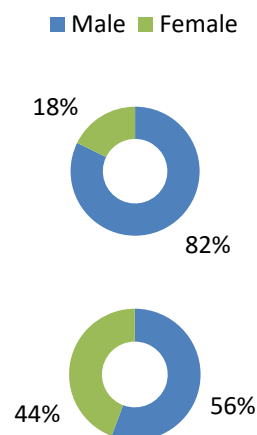
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KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY4
Number of organizations supported	10	355
Number of private sector and civil society organizations supported	5	62
Number of individuals supported through program events	33	1,272
Number of individuals trained	0	52
Number of food security events	2	16



KEY PARTNERS

ORGANIZATION	TYPE	AFRICA LEAD SUPPORT
Ministry of Agriculture	Gov	Capacity building support, workshop facilitation
Sokoine University Graduate Entrepreneurs Cooperative (SUGECO)	Private Sector	Organizational development
Policy Analysis Group (PAG)	NGO	Conference facilitation
Alliance for Green Revolution in Africa (AGRA), Agricultural Sector Policy and Institutional Reform Strengthening (ASPIRES) project	NGO	Capacity building support, workshop facilitation

ACTIVITY OVERVIEW

- Agricultural Sector Development Program-2 (ASDP-2) Socialization and Capacity Building Workshop for Local Government Authorities.** In FY17, Africa Lead facilitated five ASDP-2 Socialization and Capacity Building Workshops for more than 1,000 Local Government Authorities (LGAs) between April and June 2017 in five regions of Tanzania: Dodoma, Mbeya, Iringa, Morogoro, and Mwanza. In partnership with the Government of Tanzania and two USAID implementing partners – the ASPIRES project implemented by

Michigan State University (MSU) and Public Sector Systems Strengthening (PS3) led by Urban Institute – Africa Lead provided technical and logistical support for the workshops. The workshops laid the groundwork for ASDP-2 implementation in terms of increased LGA knowledge, leadership capacity, and awareness on policy issues. As a result of the success of the workshops, the Government of Tanzania extended the workshops to the Regional and District Commissioners throughout the country in mid-June 2017. In FY18 Africa Lead will facilitate a launch event to distribute the ASDP 2 manual to national and local government officials.

- **Support to Policy Analysis Group.** In FY17, Africa Lead supported the PAG to organize the Annual Agricultural Policy Conference (AAPC), held in March 2017 and titled, "The Role of Agri-Food Systems in Promoting Industrialization in Tanzania: Enhancing Linkages of Upstream and Downstream Value Chain Activities in the Context of Agriculture Transformation". The conference was held in Dar es Salaam and brought together 199 key agricultural sector stakeholders including 43 Government officials, 35 private sector representatives, seven National Farmer Associations, 34 research institutions, 15 Development Partners and 49 Nonprofit Organizations.

Africa Lead, as a member of the PAG, provided logistical and technical support for the Conference. The meeting served as the main policy dialogue forum for a wide range of issues. The Director of Policy and Planning of the MALF committed to working closely with the PAG to review, discuss, and agree on proposed recommendations to strengthen the agriculture policy environment.

- **KUMEKUCHA Film Screenings.** In FY17, Africa Lead organized the film premier of the feature-length film, *KUMEKUCHA* on April 21 in Dar es Salaam for more than 200 participants from USAID, USAID implementing partners, the Government of Tanzania, and 52 media houses. Media coverage for the premier resulted in an estimated 1.47 million people reviewing 13 articles about the premier online and 30,500 YouTube views of the film's trailer and premier coverage. *KUMEKUCHA* is a major, professionally-produced film celebrating the Tanzania farmer and a stable and productive agriculture sector. Subsequently, Africa Lead supported regional screenings in Morogoro, Mbeya, and Iringa in April, May, and June 2017. In addition, Africa Lead in partnership with MFDI proceeded with the distribution of the Film to USAID implementing partners, the private sector, non-state actors, and civil society organizations.
- **3rd Annual USAID/Tanzania Development Partners Meeting.** In FY17, USAID/Tanzania hosted their 3rd Annual Development Partner's Meeting in the Dodoma region from March 28th to 30th, 2017. The objective of this year's meeting was for 130 participants from government, development partners, and USAID to learn: 1) how to build more resilient communities and households; 2) how to support and develop the natural environment to support lasting economic and environmental sustainability; and 3) how businesses can respond to and prevent economic shocks. The meeting featured seven presentations and three panel discussions on resilience. Participants also viewed the Africa Lead-supported film, *KUMEKUCHA*. Africa Lead was responsible for logistics, communication, branding, and rapporteuring support.

Africa Lead also presented on "Best Practices in Collaboration and Learning," which included an overview of the online collaboration platform that the project is piloting with USAID/East Africa. Participants reported that the discussion was helpful and instructive as they look to improve communication, collaboration, and learning within their organizations as well as across their networks. Africa Lead has extended this support to NSAs in Tanzania through partnership with Agricultural Non-State Actors Forum (ANSAF).



- ▣ **Advanced Training of Trainers Course (TOT).** In FY17, Africa Lead facilitated an advanced TOT course for 23 participants. This TOT course is part of a larger effort to meet the demand for qualified training professionals upon which USAID/Tanzania and other bilateral partners can rely to facilitate trainings and events. The advanced TOT course was facilitated by five master trainers who initially had attended the same course in Q4 2016.

Following the Advanced Training of Trainers, Africa Lead developed and shared with USAID, other implementing partners, and other development agencies profiles including videos of each trainer that highlighted their facilitation experience and abilities. Africa Lead also circulated the profiles to other USAID implementing partners, and other development agencies.

- ▣ **Mandela Fellows Business and Social Entrepreneurship Activity.** In FY17, Africa Lead recruited three technical experts to oversee technical advisory services to six former Young African Leadership Initiative (YALI) Fellows in Tanzania who now are leading business and social entrepreneurship initiatives in the areas of agriculture and nutrition. Africa Lead is now providing these selected YALI Fellows with individualized mentoring and technical advisory services. Supported by Africa Lead staff, a technical expert met with the six YALI fellows in May and June and developed an initial needs assessment and proposed individual technical assistance and mentoring services for each fellow. In Q4, two technical experts developed an individualized, approved action plan identifying technical and mentoring support for each fellow for the next six months. In FY18, Africa Lead will support the technical experts to implement the action plan, which includes agribusiness technical support, mentoring, financial management training, marketing and communications, grant writing support, and the development of a five-year sustainability plan developed by each of the Fellows with support from the technical expert and Africa Lead.

LEVERAGING

- ▣ **Inclusive Multi-Stakeholder Policy Dialogue.** Africa Lead provided logistical and technical support to the Policy Analysis Group (PAG) to organize the Annual Agricultural Policy Conference (AAPC), held on March 1-3, 2017 and titled, “The Role of Agri-Food Systems in Promoting Industrialization in Tanzania: Enhancing Linkages of Upstream and Downstream Value Chain Activities in the Context of Agriculture Transformation”. The conference was held in Dar es Salaam and brought together 199 key agricultural sector stakeholders including 43 government officials, 35 private sector representatives, seven National Farmer Associations, 34 research institutions, 15 development partners, and 49 nonprofit organizations. Africa Lead contributed \$20,000 out of a total budget of \$80,000 for the event. The difference was leveraged by other PAG members, including The World Bank and the Japan International Cooperation Agency (JICA).
- ▣ **Agricultural Sector Development Program 2 (ASDP 2) Socialization Workshops for Local Government Administration (LGAs).** In Q3, Africa Lead facilitated the ASDP 2 Socialization Workshops for Local Government Administration (LGAs) in partnership with two USAID implementing partners: the ASPIRE policy project implemented by Michigan State University (MSU) and Urban Institute’s Public Sector Systems Strengthening (PS3) project. Additional support for LGA workshops was provided by AGRA, with \$164,480 in leveraging from the Bill and Melinda Gates Foundation and the Government of Tanzania, which contributed \$64,212.

WEST AFRICA REGIONAL MISSION

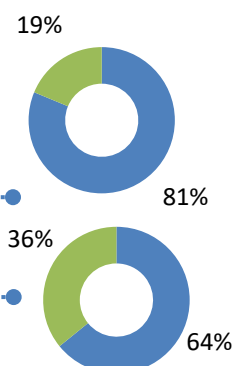
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KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY4
Number of organizations supported	0	86
Number of private sector and civil society organizations supported	0	14
Number of individuals supported through program events	38	224
Number of individuals trained	38	50
Number of food security events	3	8

■ Male ■ Female



KEY PARTNERS

ORGANIZATION	TYPE	AFRICA LEAD SUPPORT
West and Central African Council for Agricultural Research and Development (CORAF/WECARD)	RIGO	TA through internship program
Economic Community of West African States (ECOWAS)	RIGO	Facilitating technical workshops to finalize the RAIP; TA through internships
Comité permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel/Permanent Interstate Committee for Drought Control in the Sahel (CILSS)	RIGO	Technical assistance through internships and coaching; training needs assessment

ACTIVITY OVERVIEW

- Supporting the Organization of Technical Workshops to Develop the Second-Generation Regional Agriculture and Nutrition Investment Plan.** The ECOWAS DARD set up a technical committee to lead the process for revising the Regional Agriculture Investment and Food Security and Nutrition plan (RAIPFSN). This group met three times in the latter part of 2016 because of the logistical and facilitation support of Africa Lead. The technical committee workshops were convened to revise and finalize the draft ECOWAS



Agricultural Policy (ECOWAP)/CAADP implementation documents at the regional level. The 2025 Strategic Policy Framework documents will guide the implementation of the RAIPFSN across the region.

- **USAID Resilience in the Sahel Enhanced (RISE) and the USAID West Africa Regional Economic Growth Office (REGO) Partners' Meeting.** USAID RISE and the USAID West Africa REGO collaborated to organize the first joint partners' meeting from November 16-17 in Ouagadougou, Burkina Faso. The joint meeting facilitated coordination of USAID-funded programs on resilience, implemented in the RISE target zones of Burkina Faso and Niger.
- **Support to the Regional Agriculture Investment Plan (RAIP) Ministerial Meeting.** Africa Lead supported the ECOWAS/ DARD to convene stakeholders from the private sector, regional technical institutions, producer organizations, and key staff from the ministries of agriculture in the 15 member states to discuss and approve the RAIP. Africa Lead co-organized the logistics and coordination of three meetings, including the National Agricultural Investment Plan (NAIP) – Monitoring and Evaluation (M&E) Focal Points on December 8, the Consultative Committee for Agriculture and Food (CCAF) from December 9-10, and the ECOWAS Ministers of Agriculture meeting on December 12. The support from Africa Lead is contributing to improving coordination and dialogue among key stakeholders involved in the RAIP process.
- **Participation in the Regional Learning and National Capacity-Building Clinic for High-Quality Second-Generation National Agriculture Investment Plan-Food and Nutrition Security (NAIP-FSN) Formulation.** Africa Lead participated in the ECOWAS Technical Monitoring Group meeting organized to identify strategies to accelerate the process of defining the National Agricultural Investments, Food and Nutrition Security Plans (NAIP-FNS). The group recommended strategies for strengthening each country's capacities according to their needs and the progress they've made on their NAIP. The group also defined a comprehensive capacity building plan and a plan for facilitating inter-country communication for sharing experiences and practices. The meeting helped ECOWAS to collate information for the plan, which was submitted on June 30, 2017, a deadline set by the Abuja Specialized Ministerial Committee on Agriculture and Environment.
- **Co-organization of the ECOWAS Joint Workshop to Develop a Regional Plant Pest and Disease Prevention, Surveillance, and Mitigation Framework.** Africa Lead collaborated with ECOWAS and the U.S. Department of Agriculture (USDA) to organize a gathering of key experts in the region to validate a regional prevention framework and action plan. The framework intends to help reduce the impact of a potential region-wide invasion of the Fall Armyworm, Maize Lethal Necrosis Disease, Cassava Mosaic and a Tomato Moth incursion in the West Africa sub-region. Africa Lead liaised with key media houses and urged them to disseminate information on food safety and food security to make informed decisions and to facilitate behavioral change. The collaborative effort enabled participants to develop a comprehensive action plan and coordination mechanism on plant pest and disease prevention, surveillance, and mitigation.
- **Presentation of Revised Findings and Recommendations of the CORAF Institutional Audit to the Governing Board.** Africa Lead participated in the 22nd ordinary session of the Governing Board of the West and Central Africa Council for Agricultural Research and Development (CORAF/WECARD). During the board meeting, Africa Lead presented the revised findings and recommendations from the institutional audit of CORAF conducted in 2015. The revisions were made based on feedback and comments from CORAF/WECARD management and stakeholders. The presentation highlighted major findings in Governance, Human Resources, Technical Service Delivery, Knowledge Management, Financial

Management, and Sustainability as well as clear steps to assist CORAF/WECARD to manage the change process. As a result, the governing board officially approved the revised institutional audit report, and CORAF/WECARD has begun implementing some of the audit recommendations.

- ▣ **Training Needs Assessment for CILSS and ECOWAS.** Africa Lead collaborated with CILSS and ECOWAS to develop and finalize the 2017 Executive Management Training Series. Africa Lead worked with the CILSS Human Resources team and management of the ECOWAS/DARD to identify their priority capacity needs. The course topics identified were Results-Based Management, Program Design, Project Management, Monitoring and Evaluation, People Management, and Supervisory Skills. Africa Lead also organized an in-person coaching session with the Human Resources team of CILSS to develop a formal training and development plan for staff of their organization. Africa Lead developed a training plan with courses that will impart skills and knowledge that staff can use on a day-to-day basis to improve their work.
- ▣ **Management Training Courses for CILSS and ECOWAS.** Africa Lead designed and delivered a five-day Program Design/Monitoring and Evaluation/Results-Based Management short course and a three-day People Management & Supervisory Skills short course to ECOWAS and CILSS staff, respectively. Africa Lead prioritized these courses by conducting a training needs assessment in Q2 with both organizations. The goal of the training program was to address the cognitive challenges the staff faced that hindered performance within their teams. The trainers employed the Experiential Learning Cycle and trained 38 staff members selected from both institutions. Due to funding constraints, Africa Lead discontinued the coaching and mentoring component of the program. These training courses have contributed to enhancing CILSS and ECOWAS staff capacity in these technical areas.
- ▣ **Technical Assistance in Areas of Communications, M&E, and Program Management through the Young Professionals Internship Program (YPP).** Through a competitive recruitment process and in consultation with regional organizations, Africa Lead selected nine of the most qualified and skilled university graduates for 12-month internships. Two interns were placed at CORAF in Dakar. The three interns recruited for CILSS are each based in Ouagadougou, Bamako, and Niamey. ECOWAS DARD received two interns who are based in Abuja. The interns fill key technical capacity gaps in the Program, Communications, and M&E departments. The internships not only encourage skills and technological expertise transfer from the intern to the organizations but also offer experiential learning opportunities for the interns in a professional setting. This effort also exposes the interns to different types of careers in agriculture. The work of the interns has been useful to ECOWAS, CORAF, and CILSS staff – and they will continue to encourage staff to incorporate innovative solutions that complement existing efforts in the respective institutions. Recent graduates have also benefited from interacting with regional organization staff via mentoring, apprenticeships, and on-the-job experience.
- ▣ **Assessment of the Impact of Africa Lead Monitoring and Evaluation (M&E) Technical Assistance to CILSS.** The Africa Lead Regional M&E team visited the CILSS Executive Secretariat from February 20 to 24, 2017 to assess institutional changes resulting from the technical assistance delivered by Catalyst to Development (C2D), a sub-contracted knowledge management agency. The C2D technical assistance consisted of configuring, implementing, and leveraging an optimal M&E solution adapted to feed CILSS's intranet and to facilitate the dissemination of relevant information to the public via a website, known as the Paradox Box. The M&E team observed several organizational capacity changes. For example, the new configuration reduces considerable risks related to the transportation of



physical documents, loss of data, and the deterioration of data storage items such as compact disks. The Paradox Box has also reduced the time needed for data entry and analysis. It establishes linkages between activities, objectives, results, and indicators, allowing the M&E team to measure achievements by activity and to effectively follow up on progress against performance indicators.

- ▣ **Delivery of training and technical assistance to CILSS staff in report writing.** Africa Lead identified a bilingual report-writing expert to assist the CILSS M&E, Communications, and Program staff to improve the quality of their reports. The support lasted more than 10 months and strengthened the staff's capacity to develop quarterly and annual reports, success stories, and other communications products like newsletters and bulletins. The expert coached the CILSS staff to ensure that their reports and communications products reflect a well-developed and functioning knowledge management and communications system. The technical assistance culminated in a three-day report-writing workshop with 14 of the key M&E staff across INSAH, AGRYHMET, and the Executive Secretariat. Africa Lead's support to CILSS has contributed to building the staff's capacity to produce results-focused reports and success stories that conform to donor requirements.
- ▣ **Coordination of Social Media Engagement at CORAF/West Africa Seed Program Learning Event.** CORAF organized a learning event in Accra in June 2017, which included a strong social media outreach. Africa Lead engaged its online audience via Facebook and Twitter, disseminating information about the event. The two-day learning event brought together major stakeholders in the West African seed sector. CORAF shared the lessons learned from their midterm evaluation. CORAF reached a younger audience with the help of Africa Lead's Champions network.

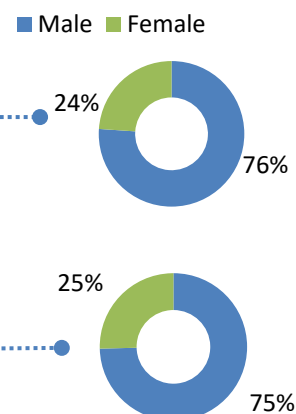
DRC MISSION

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KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY4
Number of organizations supported	16	53
Number of private sector and civil society organizations supported	7	15
Number of individuals supported through program events	24	164
Number of individuals trained	24	130
Number of food security events	1	14



KEY PARTNERS

ORGANIZATION	TYPE	AFRICA LEAD SUPPORT
GIBADER (Donor's Group)	Donor	Technical and logistical support
Groupe Thématique 9 (GT9) committee	Gov	Technical and logistical support to the GT9 committee's meetings
National Coffee Office (ONC)	Gov	Facilitation of the PICAL/OCA
Ministry of Rural Development	Gov	Participation in C4C trainings
Ministry of Planning	Gov	Participation in trainings, technical support to GT9 secretariat

ACTIVITY OVERVIEW

- Customized Champions for Change (C4C) Training for Youth and Women.** Africa Lead customized and delivered the Youth and Women C4C training module to 29 (13 male and 16 female) youth and women engaged in agribusiness entrepreneurship from November 29 to December 3, 2016. In partnership with the International Institute of Tropical Agriculture (IITA), Africa Lead called for applications from the IITA Youth Agripreneurs in Kinshasa (IYAKIN) to participate in the training program. In addition to IYAKIN's representation, the training brought together participants representing the public sector, private sector, women, youth associations, research institutes, and nongovernmental organizations (NGOs). This training can be considered an entry point for Africa Lead's DRC youth and women



empowerment focused programs, as well as a partnership building exercise with represented NGOs.

- **Champions for Change (C4C) Leadership Short Course for Senior Managers and Staff Members of the National Coffee Office (ONC).** In response to capacity gaps identified through the PICAL, Africa Lead conducted a C4C short course for staff of the ONC. The training focused on leadership and food security concepts such as leading change, management, monitoring and evaluation, and goal-setting, in addition to sensitizing staff on their roles and responsibilities in establishing an environment favorable to agricultural transformation and food security.
- **Promotion of Inclusiveness and Mutual Accountability through the Groupe Thématique 9 (GT-9).** In collaboration with the USAID DRC Mission, Africa Lead conducted consultations with the permanent secretaries of the Ministries of Agriculture and Rural Development to outline an agenda for the GT9 meeting scheduled for April 2017. The team collected priority themes both cabinets proposed; these themes will be validated and presented to the donor group at the next meeting of GIBADER.
- **Delivery of Champions for Change Leadership Short Course to Parliamentarians and High-level Governmental Officials.** Africa Lead conducted a three-day Super Champions' leadership short course for members of the DRC Parliament and high-level governmental officials from May 30 to June 2, 2017. The training brought together 28 individuals, including 13 parliamentarians from the commissions of Agriculture, Natural Resources, and Tourism. Also in attendance were 15 high-level governmental officials from ministries involved in Comprehensive African Agriculture Development Programme (CAADP) implementation at the national level, namely the Ministries of Agriculture, Environment, Budget, Finance, and Planning. The Champions for Change (C4C) leadership short course exposed the representatives of the National Assembly and the Government of the DRC to international and continental food security frameworks, including CAADP, the Malabo Declaration, and the Sustainable Development Goals (SDGs). It also emphasized leadership and management concepts required to lead change and influence agriculture transformation policies such as change management, building effective teams, stakeholder engagement, and rapid-results action planning. The C4C Leadership short course enhanced the understanding of Congolese Parliamentarians and State Senior Officers on key government duties and responsibilities necessary for agricultural transformation and increased food security in the DRC.
- **Results-Based Management (RBM) Training for Office National du Café (ONC) Staff and Managers.** As part of the capacity development plan developed by Africa Lead to strengthen the ONC, Africa Lead delivered an RBM and M&E short course to 30 selected staff members (24 men and six women) in the DRC from May 29 to June 2, 2017. The training session was delivered as a follow-up to key recommendations in a recent Participatory Institutional Capacity Assessment and Learning Index (PICAL) of the ONC. Through this training, staff increased their knowledge of M&E tools, and were encouraged to develop and operationalize a management system based on RBM and accountability principles. The post survey carried out after the training shows that participants reported increased capacity in the use of the tools needed to promote M&E and RBM-related activities within the ONC.
- **Training of Trainers (TOT) for Selected Champions to Extend C4C to Provinces.** To ensure the sustainability and continuity of capacity development services and expand them to other provinces, Africa Lead conducted a TOT from June 5 to June 22 for selected talented champions. Participants were selected based on their capacity to become talented

trainers and to cascade the Africa Lead C4C short course training and expand the agriculture and food security champions approach to other provinces across the country. Cascading and expanding the C4C leadership short course training to other provinces will ensure the sustainability of the program. In addition to the province of Kinshasa, the 22 trainers will cascade the Africa Lead C4C short course training in three new provinces - Kasai, Kwango, and Kwilu.

- ▣ **Organization of the JSR Orientation Workshop for CAADP Multi-stakeholders.** In collaboration with the Ministry of Agriculture, Africa Lead conducted a JSR orientation workshop in June for agriculture stakeholders, including members of the JSR steering committee. The focus of the orientation workshop was to build a common understanding around pre-determined principles of a strong JSR set by the African Union Commission and observed by all African countries involved in CAADP implementation. Participants also reviewed the different types of tools to be used to collect JSR data. This effort aimed to strengthen JSR ownership from both the government and agriculture stakeholders from the private sector and civil society/farmers organizations. Eighteen people representing various CAADP/agriculture stakeholders attended the workshop.
- ▣ **Coordination of the Multi-Donor Group on Agriculture and Rural Development Meetings (GIBADER).** Africa Lead coordinated two meetings convened by the DRC USAID Mission in April and May respectively. During the April meeting, the donor group examined why the DRC Government's proposal in response to an RFP issued by the World Bank to implement the Global Agriculture & Food Security Program (GAFSP) did not qualify for funding. Despite having received technical proposal development support from both the Food and Agriculture Organization of the United Nations (FAO) and the African Development Bank, it was not funded because of institutional aspects such as the lack of commitment of the government to develop agriculture and increase investments in the agriculture sector. As a result of the meeting, the donor group set up a committee that met with the Minister of Agriculture to discuss and address the challenges that the World Bank mentioned so that the DRC qualifies for the next GAFSP funding opportunity.
- ▣ **Agribusiness Entrepreneurship Short Course.** Africa Lead delivered a five-day short course to a total of seven female and 17 male agri-entrepreneurs. Africa Lead's strategy to foster and promote increased youth employment and agribusiness entrepreneurship is built around its ability to identify and target early-stage, high potential agribusiness entrepreneurs likely to move from the ideation stage to scaling up innovative agribusiness models and ventures. Course sessions included: identifying the challenges and opportunities in various agricultural value chains, developing an agribusiness idea, explaining how to manage cash flow, creating financial statements, record keeping, internal management, financial and risk management, writing an executive summary of a business plan, and developing business pitches. Ninety-six percent of participants were highly satisfied with the course and felt that the training content covered innovative themes needed to run an agri-business. The course also gave participants the chance to discuss the opportunities and constraints associated with entrepreneurship in the agriculture sector and to begin to think about how they could redefine or improve their business models.



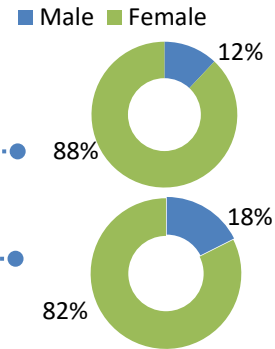
GHANA MISSION

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KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY4
Number of organizations supported	29	133
Number of private sector and civil society organizations supported	14	74
Number of individuals supported through program events	153	2,468
Number of individuals trained	176	2,219
Number of food security events	4	51



KEY PARTNERS

ORGANIZATION	TYPE	AFRICA LEAD SUPPORT
University of Development Studies	University	Capacity building support on agribusiness and entrepreneurship TOT workshop; C4C leadership course
University of Ghana, University of Cape Coast	University	M&E/RBM course and work plan design
Savanna Integrated Rural Development Aid (SIRDA)	NGO	Capacity building (via grant)
Business and Development Consultancy Centre (BADECC)	NGO	Capacity building (via grant)
African Youth in Agricultural Transformation Network (AYNAT)	NGO	Capacity building (via grant)
Women in Agribusiness Network Ghana (WIANG)	NSA Network	Capacity building support on agribusiness and entrepreneurship TOT workshop

Savannah Agricultural Research Institute (SARI)	Research Institute	M&E/RBM, work plan design capacity building
Cluster Farming Holding	Private Sector	Capacity development via internship program
Eden Tree	Private Sector	Capacity development via internship program
Fair River International Association for Development	NGO	Capacity development via internship program
Farmerline	Private Sector	Capacity development via internship program
Federation of Associations of Ghanaian Exporters (FAGE)	NGO	Capacity development via internship program
Finexport	Private Sector	Capacity development via internship program
Growth Mosaic	Private Sector	Capacity development via internship program
iDE Ghana	INGO	Capacity development via internship program

ACTIVITY OVERVIEW

- ▣ Pilot Test and Delivery of Agribusiness and Entrepreneurship Development Short Course.** Africa Lead introduced a new five-day course called the Agribusiness and Entrepreneurship Development course. Africa Lead organized a workshop involving key stakeholders in the agribusiness sector to test the content of the course. This practical course seeks to develop the capacity of agripreneurs in business identification, planning, and management. It also expects to close the gap and address the demands of youth and women in the agriculture and agribusiness sectors. The pilot test workshop occurred in October 2016 in Accra. Africa Lead has since facilitated a Training of Trainers (TOT) program on the course to 19 participants to build their capacities to train others. The training served as an opportunity for participants to establish networks for collaboration and partnerships. This experienced pool of facilitators is now available to help equip the youth and women of Africa in agribusiness and entrepreneurship in FY18 and beyond.
- ▣ Strengthen the Capacity of the University of Cape Coast's Department of Fisheries and Coastal Management.** Africa Lead facilitated review and planning workshops for the UCC capacity building project for the Department of Fisheries and Aquaculture from July 25 to 28, 2017. The three-day workshop held in Prampram allowed the team to review its year three performance to guide and inform the preparation of the project's annual performance report and develop its year four work plan. Once USAID approved the work plan document, Africa Lead worked with project management staff to ensure effective implementation.



- **Strengthen Capacity of the Savanna Agriculture Research Institute (SARI).** SARI benefitted from facilitation support from Africa Lead. Africa Lead facilitated a 3-day retreat for SARI's Capacity Development Project to review the performance of the project in its third year of implementation and to develop the work plan and budget for the fourth year of implementation. The retreat, organized from August 21 to 24, 2017 in Bolgatanga in the Upper East Region, brought together SARI staff, representatives from the Ministry, seed producers, and other stakeholders in the Northern, Upper East, and Upper West regions. Participants also shared their insights on how SARI can better deliver the support they provide to sustain impact.
- **Organization of the Champions for Change Leadership Training for Universities and Non-State Actors.** Africa Lead emphasizes developing the capacity of the youth to make significant contributions to agriculture and agribusiness in Ghana. The program delivered the Champions for Change leadership course to a total of 78 students and lecturers from the University for Development Studies (UDS) and non-state actors. The training, organized from January 9-13 in Tamale, equipped participants with the skills and knowledge in leadership, food security, and CAADP, among related topics. Ninety-three participants (60 male and 33 female) participated in a similar course at the University of Ghana from January 23-27 in Accra.

Africa Lead also organized and delivered a 5-day Champions for Change (C4C) leadership short course for selected students and staff of the Kwame Nkrumah University of Science and Technology (KNUST) in Kumasi from August 21-25, 2017. At the end of the course, Africa Lead signed a Memorandum of Understanding (MOU) with the University to enhance the collaboration between the two institutions. Because of the great interest expressed by KNUST, Africa Lead will conduct a ToT for select staff of the institution in Q1 of FY18 to build their capacity to integrate the course into the university's curriculum.
- **Recruitment and Placement of 30 Interns through the Agribusiness Internship Program (A-LEAP).** In February 2017, Africa Lead launched its A-LEAP Internships as part of its youth workforce development strategy to shape and prepare Africa's next generation of entrepreneurs, thinkers, and innovators in the agricultural sector. In Q3, Africa Lead successfully recruited and on-boarded 30 interns in the first cohort in Ghana. Through the program, Africa Lead has placed recent university graduates at agribusinesses across Ghana for three to 12 months to meet critical organizational needs while gaining on-the-job experience, specialized skills, work-readiness training, and networking opportunities. Host organizations for the 2017 A-LEAP program include small- and medium-sized agribusinesses or organizations involved in commercial production, processing, distribution, input and machinery suppliers, and trade associations.
- **Strengthen Capacity of Agricultural NSA Networks.** Africa Lead has facilitated the establishment of strong and well-functioning NSA networks and awarded small grants to networks with demonstrated potential to steer agricultural transformation initiatives in Ghana. These grants were awarded to strengthen the organizational capacity of NSAs to design, manage, and scale up agribusiness initiatives; to lead policy advocacy programs; and to reinforce a results-oriented and learning culture within networks, which has enabled them to leverage opportunities and to expand the scope and outreach of Africa Lead strategic objectives. In FY17 the African Youth Network for Agricultural Transformation (AYNAT) officially launched the Growing Sustainable Horticulture (GrowS-Hort) Incubator Center, which seeks to create an enabling environment for agribusiness ideas, startups, and SMEs to be nurtured into sustainable ventures. The first cohort of thirty (30) youth agripreneurs graduated from the GrowS-Hort Training Program. The Savanna Integrated Rural

Development Aid (SIRDA) successfully implemented its Village Saving Loans Associations (VSLA) micro-finance savings model in four districts in the Northern region of Ghana. SIRDA trained 2,611 women living in these communities on integrated farm management and value-chain development (IFMVD). Finally, Business and Development Consultancy Centre (BADECC) published a research paper on The Impact Assessment of Government Policies on Agricultural Extension Services in Ghana, New Planting for Food and Jobs Program.

- ▣ **Facilitation of the Youth Arise Organization's Leadership Diary Training Program.** Africa Lead co-funded the organization of the Leadership Diary Training Program (LDTP), an annual leadership workshop organized by Youth Arise Organization (YAO) for senior high-school graduates. The LDTP workshop empowers young people through education and training, as well as through a reflection and the joint development of a set of ethical values for leadership in the country. The sessions took place between May 27 and July 1, 2017 in Kumasi, and June 3 and 8, 2017 in Accra respectively. The training program, organized annually for the past five years, runs in two phases. The initial phase focuses on course work, assessment, and award of certificates of completion. The second phase emphasizes community service as a way to support participants' social change goals. Throughout the program, participants are encouraged to serve as social change agents to help them develop into effective leaders who make a meaningful contribution to their communities. The theme for this year's program was "Dare to Dream." Africa Lead's support includes the addition of sections of the Champions for Change Leadership course into the content of LDTP training manual, logistical services, and mentoring facilitators.
- ▣ **Facilitation of an Agribusiness and Entrepreneurship Development Boot Camp Course for Youth during the National Food and Agriculture Show (FAGRO).** The 2017 FAGRO show took place in Tamale from September 26-30, 2017. During the show, "Creating Jobs in Agriculture: Northern Region in Focus", an Africa Lead training team delivered the Agribusiness and Entrepreneurship Development boot camp course to 54 youth leaders. The course seeks to develop the capacity of entrepreneurs in agribusiness identification, planning, and management to strengthen their startups and expand their existing agri-businesses. The agribusiness boot camp course provides the platform for critical-thinking exercises and business frameworks to build a sustainable venture in the agribusiness supply chain. Participants used the opportunity to network with each other.
- ▣ **Support to Organize the 2016 International Rural Women's Day Celebrations.** The International Rural Women's Day celebration annually honors rural women for their contributions to reducing hunger and poverty in Ghana. The 2016 celebration took place from October 14 to 15, 2016 at Assin Nyankumase in the Central Region, with the theme "Empowering Our Women: Ensuring Food Security and Promoting Nutrition". More than 800 women from all over the country attended the celebration. Africa Lead facilitated the program and provided logistical support. In collaboration with several female Champions for Change, Africa Lead delivered a learning session on the role of women in agriculture and their contributions to food security in Ghana.
- ▣ **Support to the Fisheries Network Advocacy Workshops.** Africa Lead supported the Fisheries Alliance Network of Ghana (FANG) and the Inland Culture Fisheries Association of Ghana (ICFAG) to organize two (2) high-level national stakeholder consultation workshops to establish a national aquaculture development authority for Ghana. Experts in the fisheries sector met in two separate workshops to deliberate on the challenges that aquaculture farmers face. Discussions also centered on how the proposed authority will facilitate specific strategies to address challenges to boost the fishing industry. The fisheries industry contributes around 4-5 percent of the national GDP. Seventy-six (76) participants (51 male and 25 female) attended both workshops. Follow up activities will include a national



workshop to capture the findings from the workshops and a draft of a policy brief for presentation to the Ministers of Agriculture and Fisheries.

LEVERAGING

- **Cost-Sharing Partnerships with A-LEAP Host Organizations.** All host organizations for the 2017 Agribusiness Internship Program (A-LEAP) shared intern support costs with Africa Lead. Host organizations funded 41 percent (\$15,347) of the cost of the internship program through stipends, accommodation, transportation allowances for relocation, and covering work-related expenses. Allowing institutional partners to demonstrate value and ownership through sharing of costs, technical inputs, planning, and other means has been a critical way to help private sector partners appreciate the cost-effectiveness of internship placements and has enabled Africa Lead to leverage additional resources beyond those allocated by USAID to provide as many internship opportunities as possible.
- **Partnership with FAGRO to Conduct Agribusiness Short Course for Youth at National Agriculture/Food Show.** This activity was held in Tamale, in the northern sector of the country, from September 26 to 29, 2017. FAGRO's contribution amounted to GHC11,480 (the equivalent of \$2,700), covering the costs of the training venue, publicity, lunch, and printing of participant certificates.

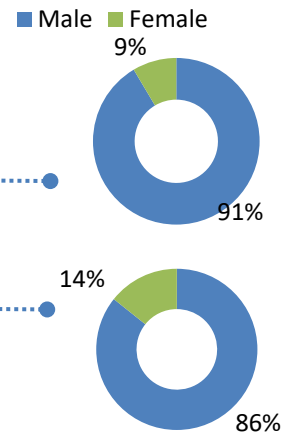
GUINEA MISSION

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KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY4
Number of organizations supported	0	21
Number of private sector and civil society organizations supported	0	3
Number of individuals supported through program events	0	89
Number of individuals trained	0	36
Number of food security events	0	6



KEY PARTNERS

ORGANIZATION	TYPE	AFRICA LEAD SUPPORT
Ministry of Agriculture and key agriculture stakeholders	Gov	Technical assistance for policy document formulation; training needs assessment

ACTIVITY OVERVIEW

- Strengthening the Leadership Capacity of Key Government of Guinea Staff and Non-State Actors (NSAs).** Africa Lead delivered the first Champions for Change (C4C) leadership course in Conakry targeting 37 directors and senior managers from rural development ministries, and private and civil society groups engaged in the formulation of the new agricultural policy and national investment plan. The curriculum covered the new CAADP results framework and principles of the Malabo Declaration, the importance of gender, the role of nutrition in advancing agriculture-led growth, and the impact of climate change on agricultural development. It also covered topics such as the skills necessary for being a champion for change, including planning, advocacy, and transformative leadership; the power of African proverbs and its relation to leadership and organizational sustainability; and the benefits of monitoring and evaluation (M&E) in the implementation of agriculture development projects. Because of this course, the participants were inspired and motivated to participate actively in the consultation meetings and drafting of the new agricultural policy (PNDA) and national agricultural investment plan (NAIP).
- Supporting the NAIP and National Agricultural Policy Formulation Process in Guinea.** Africa Lead and IFPRI collaborated to help the Government of Guinea evaluate the policy and institutional environment for the revision of its National Agricultural Policy (PNDA) and its National Agriculture & Food Security Investment Plan (PNIASA). During FY17, Africa



Lead actively contributed to the revision process by providing regular technical assistance and coaching to the multi-stakeholder thematic working group and the technical writing committee. Africa Lead's advisor worked closely with the African Union Commission (AUC), the World Bank, the Food and Agriculture Organization of the United Nations (FAO), and Economic Community of West African States (ECOWAS) advisors to ensure that the CAADP results framework and Malabo commitments were fully integrated in these policy documents. In support of the Bureau of Strategy and Development (BSD) of the Ministries of Agriculture, Fisheries, Environment, and Livestock, the Africa Lead team helped select and validate the 17 members of the technical writing committee tasked to prepare the first draft of the new agriculture policy. The Africa Lead team delivered technical assistance and coached the team to strengthen the planning, coordination, and the new agricultural policy development process. The Africa Lead team led more than 15 working sessions with each thematic group, in addition to reviewing and analyzing each group's work. The synthesis of the outcomes of the work of the six thematic groups formed the basis of a comprehensive problem tree analysis on Guinean agriculture. The thematic groups compiled results from the discussion into a detailed outline of the PNDA to facilitate the writing process.

- **Co-facilitation of a World Bank–funded Retreat to Review and Finalize the First Draft of the National Agriculture Development Policy (PNDA).** In consultation with multipledonors, the technical writing committee reviewed and revised the first draft of the PNDA to make sure that it incorporated the vision of the National Economic Development Plan (PNDES), CAADP, and Malabo principles as well as the six strategic and cross-cutting themes during the retreat. Africa Lead facilitated the workshops and helped the group to analyze and incorporate relevant agriculture policy, food security, and nutrition data and information into the policy documents. The retreat convened representatives of the BSDs of the Ministries of Agriculture, Animal Husbandry and Livestock, Environment, Water, Forest, and the Ministry of Fisheries and Aquaculture, as well as two national consultants and key technical and development partners. By the end of the retreat, the group finalized the first draft and completed a road map and schedule for PNIASAN.
- **Collaboration with ECOWAS and FAO Advisors and Incorporating Non-State Actor Feedback to Finalize the PNIASAN and PNDA.** ECOWAS sent a delegation to Guinea to assess the progress of the PNIASAN process and to make recommendations to improve the quality of the PNIASAN and PNDA. The FAO designated an advisor to work with the government and technical committee on pricing the PNIASAN and developing the multi-year budget. The NSAs also met to review and make recommendations to the policy documents. Africa Lead participated in all of these consultation meetings and worked closely with development partner advisors and the government to incorporate their recommendations. This effort resulted in the finalization of the PNIASAN and budget and its submission to ECOWAS.
- **A Training Needs Assessment of the Bureau of Strategy and Development in Charge of the Agriculture Sector in Guinea.** Africa Lead conducted a participatory training needs assessment to identify the capacity gaps of BSD staff in order to design a capacity-strengthening plan. The staff of the BSDs agreed on the methodology and the thematic areas to be assessed. The Africa Lead team carried out interviews and focus group discussions with staff of the BSDs and development partners engaged in the PNIASAN review process. The findings from the assessment show that the BSDs in charge of agriculture in Guinea face challenges in the formulation and monitoring and evaluation of agriculture development policies. In response, a capacity-building plan has been designed for the BSDs to address these weaknesses. The plan proposes a three-pronged strategy that includes 1) training of BSD staff; 2) institutional strengthening support to the BSD; and

3) technical assistance including a coaching and mentoring plan. Africa Lead plans to deliver a results-based management and M&E short course to staff to address the gaps.

- ▣ **Support for Delegates from Guinea to Participate in the Agriculture Policy Learning Event and CAADP Partnership Platform in Kampala, Uganda.** Africa Lead sponsored actors of the Guinean agriculture sector to participate in the Agricultural Policy Learning Event (APLE) and the CAADP Partnership Platform (CPP) meeting held from May 29 to June 2, 2017 in Kampala, Uganda. In preparation for the meetings, Africa Lead engaged an Agricultural Policy Consultant who worked closely with the BSDs of the ministries in charge of the agriculture sector and the NSAs to prepare the Guinean team to participate in the meetings. This support enabled the representatives of Guinea to share the country's experience with the National Agriculture Investment Plan (NAIP). They found that the lack of a harmonized and coordinated framework in Guinea is a challenge to the PNIASA formulation and implementation process. Because of the knowledge and lessons learned at these events, the Guinean delegation decided to set up a working group to review the PNIASAN and to address this issue.

LEVERAGING

- ▣ World Bank funds totaling 7 million FCFA (approximately \$12,000 USD) leveraged.



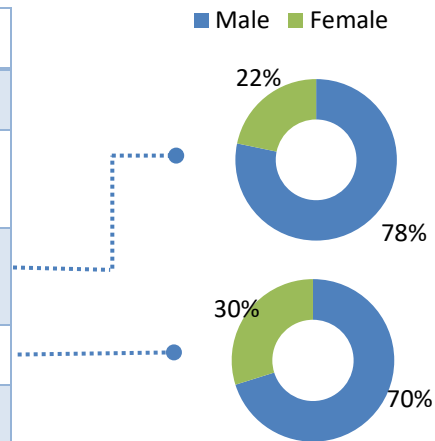
SENEGAL MISSION

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KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY4
Number of organizations supported	87	258
Number of private sector and civil society organizations supported	49	108
Number of individuals supported through program events	231	644
Number of individuals trained	0	100
Number of food security events	11	25



KEY PARTNERS

ORGANIZATION	TYPE	AFRICA LEAD SUPPORT
Ministère de l'Agriculture et de l'Équipement rural (MAER)	Gov	Support on NAIP, JSR, BR processes; TA to develop knowledge management and communication system
Bureau Opérationnel de Suivi (BOS) du Plan Sénégal Emergent (PSE)	Gov	Training in program design and M&E
Agence pour la Promotion de l'Investissement et des Grands Travaux (APIX)	Gov	Capacity strengthening of After Care Services Department; support for creation of the Territorial Investment Platforms
Cellule de Lutte Contre la Malnutrition (CLM)	Gov	Capacity building, strategic visioning, and team building
Ministère du Commerce, de la Consommation, du Secteur Informel et des PME	Gov	Support establishment of the West Africa Regional Mango Alliance
Ministère de l'Hydraulique et de l'Assainissement	Gov	Support Ministry effort to set up a more transparent administrative, financial, and accounting system

Union Nationale des Commerçants et Industriels du Sénégal (UNACOIS)	Private Sector	Agri-business and entrepreneurship training
University of Cheikh Anta DIOP (UCAD)	University	Institutionalization of the C4C module
Direction de l'Appui au Secteur Prive (DASP)	Gov	Capacity building in M&E

ACTIVITY OVERVIEW

- **Support for MAER in Communications and Knowledge Management.** In Senegal, Africa Lead worked with the Ministry of Agriculture and Rural Equipment (MAER) to develop a communications, advocacy, and knowledge management (KM) system to help leadership of the ministry make evidence-based policy decisions and informed program decisions. To that end, Africa Lead assessed the current system. Based on key findings and recommendations, Africa Lead hired and posted a senior KM and Communications Advisor at the MAER. The Advisor is responsible for the implementation of one of the key recommendations stemming from the evaluation – setting up a KM and Communication system built on the KM life cycle (Acquire, Preserve, Value, Share, and Disseminate).
- **Delivery of Champions for Change Leadership Short Course.** Following a recent restructuring, MAER identified the need to enhance the capacity of its leadership to effectively lead under the new structure. As such, Africa Lead conducted two Champions for Change leadership training programs for the ministry in January and March, benefitting 57 ministry staff from the Regional Directorate of Rural Development (DRDR) and the Service Départemental de Développement Rural (SDDR) involved in agricultural development and the promotion of food security. The leadership courses allowed participants to explore and identify innovative ways to implement key agricultural initiatives. As a result of this course, participants can now describe their current and potential, as well as formal and informal roles in food security initiatives, including taking on active roles in CAADP, developing advocacy strategies to change mindsets about the role of the very poor, the importance of gender, and the role of nutrition in advancing agricultural-led growth. The course also emphasized the impact of climate change on agricultural development and covered skills necessary for being a champion for change.
- **Support to the Direction de l'Appui au Secteur Privé (DASP) in Monitoring and Evaluation and Public Private Partnerships.** Africa Lead signed a letter of agreement (LoA) with Direction de l'Appui au Secteur Privé (DASP). The LOA outlined specific areas of support from Africa Lead that include setting up an M&E system and manual, developing DASP expertise in public private partnerships, and organizing stakeholder dialogue. Africa Lead worked with DASP to strengthen and enhance an institutional monitoring and evaluation (M&E) system. Africa Lead further delivered a five-day M&E training in January 2017 for 15 staff of the directorate on basic M&E concepts and principles. The unit received some mentoring support that has contributed to the development of tools for monitoring, analyzing, and reporting on results, the use of performance data, ensuring data quality, and the development of an M&E manual. Finally, Africa Lead also designed and carried out a public private partnership (PPP) training program for 13 DASP staff through a PPP experience sharing workshop and a field trip.



- **Delivery of a Strategic Visioning and Team-Building Training for the Fight against Malnutrition Unit (CLM).** Africa Lead facilitated a strategic visioning and team-building workshop for 59 members of the national executive office of the CLM. CLM's vision is that each individual will have a satisfactory nutritional status and will adopt behavior beneficial to individual and community well-being. The workshop sought to create a strong team with a shared vision and common values – and with members who are fully aware of their roles and responsibilities in the implementation and management of the new multi-sectorial nutrition plan.
- **Institutionalization of the Champions for Change (C4C) Leadership and Change Management Course at the University Cheikh Anta Diop.** Africa Lead worked closely with the Higher Institute of Agriculture and Entrepreneurship of the University Cheikh Anta Diop of Dakar (ISAE/UCAD) to incorporate the C4C curriculum into the university's agriculture diploma degree program. The 80-hour course includes in-class and out-of-class activities and requires students to intern at an agribusiness or on a farm to gain practical experience and knowledge in the field. To institutionalize the course, Africa Lead delivered a Training of Trainers (ToT) program to 30 university lecturers from the ISAE/UCAD to create in-house capacity to deliver the C4C curriculum. The ToT course covered key C4C curriculum content using methodologies that modeled the adult learning and cognitive principles that the university is expected to use when they deliver this content to undergraduate and graduate students. As a result of the lessons learned from the UCAD process, Africa Lead is in the process of carrying out a similar work in Nigeria with three universities: Obafemi Awolowo University (OAU), University of Benin (UNIBEN), and University of Nigeria Nsukka (UNN). Each university is working to get the C4C curriculum approved by the university administration.
- **Support in the Development of the Senegal Mango Value Chain Association.** As follow-up on key decisions made during “Mango Week” in Senegal and in support of the Ministry of Trade's Local Mango Value Chain Initiative, Africa Lead conducted a study to identify ways to build a structured and sustainable mango alliance in Senegal. As a result, a roadmap for establishing and implementing the mango professional network in Senegal has been developed. Africa Lead supported the regional consultative workshops and the national sensitization workshop involving 98 stakeholders, representing government, farmer organizations, university/research, and the private sector. At the end of the sensitization workshop, actors agreed on the essential elements of a roadmap that would allow them to effectively create and run a professional Senegal mango association. As a key achievement, the professional body of mango actors in Senegal was established during the General Assembly on September 11, 2017, with a clear governance structure. Such a professional body should lead to better performance of the mango sector in production and export, while enabling actors to invest more in their businesses.
- **Delivery of Capacity-Strengthening Support to the Investment Promotion Agency (APIX).** As part of its objective to strengthen APIX capacities, Africa Lead conducted an assessment of APIX's After-care Department and identified institutional gaps and support services required to raise the quality and standard of after-care services offered to investors. The findings from the assessment showed that the After-care Department is under-staffed, under-equipped, and under-funded. Some recommendations from the study included the need to furnish the agency with the equipment necessary to support its functions and to improve its customer care service delivery by building staff capacity.
- **Supporting the Ministry of Trade to Organize a Strategic-Planning Retreat.** Africa Lead supported the Ministry of Trade to organize a three-day retreat to: i) discuss and validate the

findings of an assessment on the Ministry of Trade; and ii) validate the Ministry of Trade Strategic Policy Document for the next five years. Thirty-seven representatives of agencies, directorates of the Ministry, and other private sector organizations participated in the event. Participants agreed on a common vision and strategy for the trade sector and identified the challenges and strategic issues the Ministry must overcome. The strategic document represents the foundation for decision-making, programming, monitoring and evaluation of all actions to be undertaken by the Ministry of Trade for the next five years to contribute to economic growth and satisfy the needs of the population.

- ▣ **Workshop for the Ministry of Trade.** Africa Lead provided support to the Ministry of Trade to organize a two-day workshop that brought together 51 major actors of the Senegalese private sector, including the leaders of the 14 chambers of commerce and the presidents of the employers' organizations. The program enabled stakeholders to discuss and validate the legal framework and texts that will govern the future national chamber of commerce, industry, and services of Senegal. Seventy-six percent of participants represented the private sector, and the remainder came from the government. For the first time, the government consulted with the chambers of commerce and private sector organizations to discuss a reform of the National Chamber of Commerce, Industry, and Services. Africa Lead organized a Trade Africa Steering Committee meeting in Dakar, Senegal, and took the opportunity to update the 22 members of the committee on the status of the work done to formalize and strengthen the local mango value chain in Senegal.
- ▣ **Contributing to Mutual Accountability and Policy Changes at the Bureau Operationnel et de Suivi (BOS) / Supporting the BOS Performance Review Workshop.** Africa Lead facilitated a 2016 mid-term program review and a 2017 activity-planning workshop for the BOS. About 125 participants from the public and private sector (i) assessed the achievement of each of the flagship projects and key reforms in light of the targets set in January 2016; (ii) analyzed the factors that have contributed to or hindered the achievement of the targets; and (iii) developed a score card for each flagship project and key reform. The workshop was also an opportunity for BOS to share the socioeconomic impact assessment model it is developing to assess the socio-impact of the PSE and to fully bring onboard private sector enterprises contributing to the achievement of the PSE objectives.
- ▣ **Contributing to Mutual Accountability and Policy Changes at DASPA/MAER.** To support DASPA/MAER to conduct a JSR, Africa Lead organized a five-day workshop to develop the preliminary document of the 2016 agriculture JSR. Twenty-two (22) participants representing the NAIP technical committee members and other stakeholders attended the event. In addition to presentations made by the public sector, NSA representatives presented their recommendations for transformative agriculture in Senegal. Africa Lead further delivered technical assistance and logistics support for the CSO and private sector consultative meetings prior to the JSR Meeting. Regarding the preparation of the NAIP 2.0, Africa Lead provided full support to DAPSA/MAER to allow the government to meet its commitments and offered technical assistance and coaching services during the NAIP elaboration process. In this regard, Africa Lead supported various programs geared toward supporting this initiative. Africa Lead fully supported the Biennial Review process through logistical and technical support in the review of the 43 indicators that Senegal needed to complete, and it assisted with the data collection and finalization of the Senegal country document for submission at the continental level.
- ▣ **Support for the Organization of Non-State Actors Learning Summit.** In collaboration with Action Aid, Africa Lead held a CNC learning forum with diverse NSA groups who had participated in an online mapping activity called AgriNSA. The forum included a review of the status of the map in Senegal and provided an opportunity for the 17 participants to learn



from each other how the map has helped them improve their work. The NSAs showed willingness to sustain the process but ultimately identified additional needs and uses for the platform. For instance, groups expressed the need for collaboration and a communications tool to influence agricultural policies for boosting productivity in the sector.

- **Strengthening Regional Harmonization Process for the Mango Sector.** In collaboration with the West Africa Trade and Investment Hub and the Senegalese Ministry of Trade, Africa Lead supported the organization of a regional meeting involving local stakeholders of the different member states of the West Africa Regional Mango Alliance (WARMA). The objective of the meeting was to share, discuss, and validate the WARMA legal profile, as well as its practical modalities for creation and recognition. Other topics discussed include the macro-legal framework of the Alliance with reference to the regulations in Economic Community of West African States (ECOWAS) Community and West African Economic and Monetary Union (WAEMU). At the close of the meeting, the key legal documents of WARMA were completed. The country members conducted an appraisal study of the mango sector in their respective countries. Nineteen participants attended the meeting, representing six countries – Burkina Faso, Guinea Bissau, Guinea Conakry, The Gambia, Ghana, Mali, and Senegal.

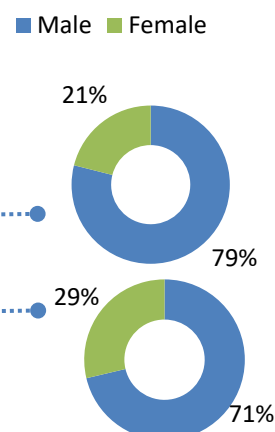
SIERRA LEONE MISSION

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KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY4
Number of organizations supported	40	75
Number of private sector and civil society organizations supported	30	47
Number of individuals supported through program events	72	284
Number of individuals trained	0	209
Number of food security events	2	7



KEY PARTNERS

ORGANIZATION	TYPE	AFRICA LEAD SUPPORT
Ministry of Agriculture, Forestry, and Food Security (MAFFS)	Government	Leadership and M&E/RBM training
Sierra Leone Chamber for Agribusiness Development (SLeCAD)	Public-Private Partnership	OCA facilitation and leadership training

ACTIVITY OVERVIEW

- Delivery of Champions for Change (C4C) Leadership Short Course.** As part of its strategy to institutionalize the C4C into tertiary institutions across Africa, Africa Lead has initiated activities to partner with universities in Sierra Leone. As part of this effort, Africa Lead facilitated a C4C leadership training workshop for 99 students and lecturers from six tertiary institutions. The institutions include the Fourah Bay College - University of Sierra Leone, Njala University, Milton Margai College of Education and Technology, Freetown Teachers College, Ernest Bai Koroma University of the North (comprising the Port Loko and Makeni campuses), and Eastern Polytechnic. The program took place in February 2017. The institutions requested long-term support to enable them to integrate the module into their ongoing leadership development courses. The training for both the students and lecturers was strategically done to mobilize the present and the future leaders of Sierra Leone for sustainable change and development. The training offered the opportunity for participants to explore and identify innovative ways to implement key agricultural initiatives.



It also broadened participants' views on food security issues and showed them how to develop advocacy strategies to campaign for policies that will boost the agricultural sector.

- ▣ **Facilitation of Monitoring and Evaluation / Results-Based Management (M&E/RBM) Short Course to Selected Staff of the Ministry of Agriculture, Forestry and Food Security (MAFFS).** Africa Lead facilitated a short course from January 9-13, 2017 to 41 staff (31 male and 10 female) selected from MAFFS. The five-day short course covered the key elements of M&E as well as the concept of RBM. It focused on building the capacities of select staff members of MAFFS to improve planning, analysis, and decision-making, as well as to increase the availability, applicability, and use of high-quality evidence-based data for decision-making. At the end of the training, participants asked Africa Lead to deliver the course to key management and field staff of MAFFS, in April 2017. The April training targeted key headquarters staff, followed by a weeklong workshop with field staff including 13 District Agriculture Officers, 13 District M&E Officers, and 10 key headquarters staff from the Planning, Evaluation, Monitoring, and Statistics Division. The training will help MAFFS take a collective approach to improving on M&E responsibilities, reporting on results, and putting in place an effective M&E system.
- ▣ **Facilitation of an Organizational Capacity Assessment for the Sierra Leone Chamber for Agribusiness Development.** Africa Lead conducted a participatory capacity self-assessment for the Sierra Leone Chamber for Agribusiness Development (SLeCAD). The activity helped SLeCAD to define its performance goals and measures of success and to identify the reasons for gaps between its targets and actual outcomes. The tool assesses the elements of an effective organization to help identify areas that need strengthening. The SAW tool assesses the capacity of a network organization in eight areas: 1) Governance; 2) Administration; 3) Human Resources; 4) Financial Management; 5) Organizational Management; 6) Program Management; 7) Network Capacities; and 8) Policy Analysis and Advocacy. An organizational strengthening and staff capacity development plan will be developed to address these gaps and weaknesses and to equip SLeCAD to manage its current and future programs.

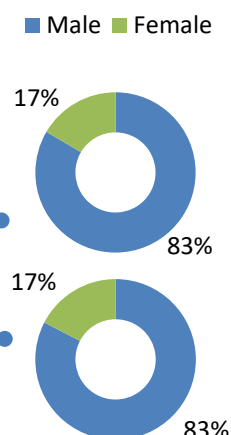
SAHEL REGIONAL OFFICE / BURKINA FASO MISSION

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KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY4
Number of organizations supported	0	118
Number of private sector and civil society organizations supported	0	42
Number of individuals supported through program events	0	296
Number of individuals trained	0	46
Number of food security events	0	7



KEY PARTNERS

ORGANIZATION	TYPE	AFRICA LEAD SUPPORT
Permanent Secretary for Agriculture Sector Coordination (SP/CPSA)	Gov	Policy support, technical assistance, facilitation, and coaching support for NAIP 2.0 development

ACTIVITY OVERVIEW

- Regional Consultative Workshops with Key Stakeholders for PNSR II.** Africa Lead assisted the Government of Burkina Faso's (GoBF's) Secretariat Permanent pour la Coordination de Secteur Agricole (SP/CPSA) in its formulation of the Plan National du Secteur Rural II (PNSR II), which is the country's equivalent of a Comprehensive Africa Agriculture Development Programme (CAADP) National Agriculture Investment Plan (NAIP). Africa Lead met with more than 50 stakeholders in Ouagadougou and Ziniare in Burkina Faso from February 6 to 10, 2017 to discuss the proposed scope of work for the regionalization process. Africa Lead addressed the needs of the SP/CPSA to organize regional workshops with various stakeholders to obtain agricultural and rural livelihoods investment opportunities and to develop an operational investment plan aligned to its PNSR II. The support from Africa Lead enabled the government to effectively plan the regionalization process, which resulted in the prioritization of activities that require investment from donors as well as the private sector.



- **Recruitment of Senior Facilitators to Lead Three Regional Consultation Workshops in Burkina Faso.** Africa Lead identified and recruited six consultants to facilitate three pilot test regional consultation workshops in the test phase of the regionalization process. In addition to facilitation skills, the Africa Lead team assessed the facilitator's ability to speak various local dialects, their writing skills, and their background/knowledge in the development of rural policies in Burkina Faso. The facilitators gathered data and information to orient participants about the regionalization process during the three-day consultative workshops in the East, North, and Sahel regions of Burkina Faso. The facilitators also worked with the SP/CPSA and national technical committee to draft regional agriculture investment operation plans aligned to the framework of the PNSR II. Africa Lead's support has enabled evidence-based planning in addition to the coordination and inclusion of multi-stakeholders in the identification of regional investment opportunities that will be incorporated into the NAIP.
- **Training of Trainers (TOT) for the Technical Team and Facilitators of the Regionalization Process.** Africa Lead designed and delivered a two-day TOT workshop in Ouagadougou that equipped the participants with participatory and experiential learning techniques necessary to facilitate the regional PNSR II consultation workshops. The purpose of the TOT was to ensure that the selected facilitators and accompanying technical teams were prepared to lead the regional workshops using a standard methodology and to ensure alignment of the regional agriculture investment plans with the PNSR II. The course covered topics related to the PNSR II, CAADP, and the Malabo declaration. It also covered how to identify activities for vulnerable groups like youth, women, and people with disabilities as well as the tools and methodologies for driving and facilitating discussions at the community level. Forty-six participants (seven female and 39 male) representing public and private institutions, women's groups, civil society, and youth groups attended the workshop. In addition, the facilitators and technical teams finalized the data collection tools and an action plan and timeline for the rollout of the regional consultation workshops.
- **Three Regional Pilot Test Consultation Workshops in the Sahel, East, and Northern Regions of Burkina Faso.** Africa Lead, in collaboration with the Secrétariat Permanent de Coordination des Politiques Sectorielles Agricoles (SP/CPSA) facilitated and organized the logistics for three "pilot test" workshops to obtain data and information on agricultural investment opportunities in these regions. The three-day workshops occurred simultaneously in Ouahigouya in the Centre-North region, Fada N'Gourma in the Sahel region, and Dori in the East region of Burkina Faso. These three regions were selected for the pilot test phase because of their strategic location and potential contribution to the agriculture sector. An average of 90 participants attended each workshop in each region, including influential representatives of the private sector, trade unions, producer organizations, youth, and womens groups. The lessons learned from the pilot test phase process were used to guide and inform implementation of the remaining 10 regional consultation workshops.
- **Workshop to Evaluate the Pilot Test Phase of the Regionalization Process.** Africa Lead delivered logistical and facilitation support for the assessment workshop. The workshop held in Ouagadougou brought together more than 114 stakeholders involved in the Burkina Faso policy development process. This meeting allowed the SP/CPSA and the national technical committee to capture the key lessons learned from the pilot test phase. Africa Lead also advised the coordinating team on the importance of clearly delineating roles and responsibilities to ensure the maximum participation of all stakeholders. Accurate targeting of stakeholders at these workshops ensured the collection of pertinent information and data

for the regional investment plans. Burkina Faso is pioneering the regionalization process in West Africa, which requires proper planning and coordination to ensure success.

LEVERAGING

- The GOBF supported a significant component of the PNSR II development process through funding leveraged from multiple donor partners – such as USAID, GIZ, and the FAO – to ensure that agriculture and rural development policies in Burkina Faso address the needs of the people. Africa Lead and the SP/CPSA liaised with key stakeholders in the country, ensuring a smooth process.



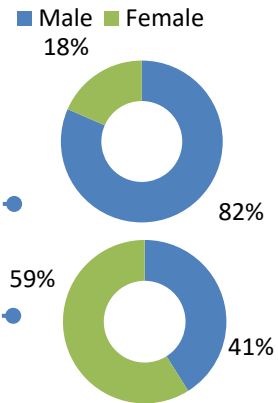
NIGERIA MISSION

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KEY DATA POINTS

PROGRAM RESULTS BY INDICATOR	Q4	PY4
Number of organizations supported	73	148
Number of private sector and civil society organizations supported	41	89
Number of individuals supported through program events	214	355
Number of individuals trained	78	151
Number of food security events	3	8



KEY PARTNERS

ORGANIZATION	TYPE	AFRICA LEAD SUPPORT
Federal Ministry of Agriculture and Rural Development (FMARD)	Gov	Focus group facilitation on M&E, RBM training with staff; inauguration of JSR steering committee and validation workshop; facilitation of the third JSR steering committee and validation workshop planning meeting; Women Agribusiness and Entrepreneurship Development short course; multi-stakeholder agricultural Joint Sector Review
National Association of Nigeria Traders (NANTs)	NSA Network	Facilitate and support a two-day high-level multi-stakeholder roundtable in reviewing the Nigeria Agricultural Promotion Policy; Women Agribusiness and Entrepreneurship Development short course
Leadership Effectiveness, Accountability, and Professionalism (LEAP) Africa	NGO	Sponsored Africa Lead Champions for Change (C4C) Champions to participate in Youth CEO Forum in Lagos; C4C training;

		Agribusiness and Entrepreneurship Development Boot camp for youth
Fresh & Young Brains Development Initiative (FBIN)	NGO	C4C training; Agribusiness and Entrepreneurship Development Boot camp for Youth

ACTIVITY OVERVIEW

- **Support in the Review of the National Agricultural Promotion Policy.** The National Association of Nigerian Traders (NANTs) organized two workshops to brainstorm on the status of Nigeria's agricultural challenges and the way forward as discussed in the government's new agricultural policy, known as the Agricultural Promotion Policy (APP). NANTs took the initiative to bring together all necessary stakeholders in the agriculture sector to communicate to government the need for NSA involvement and participation in the formulation of the policy to ensure ownership, implementation, and management. NANTs plans to develop information briefs and brochures on the policy in local languages to sensitize the public and create awareness of the agriculture policy. NANTs intends to disseminate these communications products at the state, local government, and community levels to promote interest, participation, and mutual accountability in the sector.
- **Facilitation of Women and Youth Champions for Change (C4C) Leadership Course.** Africa Lead collaborated with eight organizations in Nigeria who selected participants to participate in the C4C leadership course through a competitive process. The organizations include the Tony Elumelu Foundation (TEF), Fresh & Young Brains Development Initiative (FBIN), ActionAid, LEAP Africa, and All Farmers Association of Nigeria (AFAN), the Grace Green Revolution Foundation, Nigerian Women Agro Allied Farmers Association (NIWAAFA), and the Pan African Youth Network for Agriculture (PAYNA). Africa Lead delivered the five-day leadership course to 79 youth and women from various states of Nigeria who have proven their commitment to creative new approaches to achieve food security in Africa. Participants learned about concepts such as the CAADP, food security, leadership, and the Malabo Declaration.
- **Support for the Inauguration of the Nigerian Joint Sector Review (JSR) Steering Committee.** With logistical support from Africa Lead, the Federal Ministry of Agriculture and Rural Development (FMARD) inaugurated its JSR Steering Committee on February 9, 2017. Representatives from FMARD, the private sector, farmer and women's organizations, development partners, civil society organizations, research institutions, and media attended the event. At the meeting, stakeholders learned about the African Union (AU)/Economic Community of West African States (ECOWAS) requirement for Nigeria to prepare its National Agricultural Investment Plan (NAIP 2.0) with active participation of both state and non-state actors and to put together a strong JSR Committee to conduct an annual review of the implementation of the investment plan.
- **Collaboration with LEAP Africa to Organize the 12th Annual Youth Chief Executive Officers' Forum and Managing Growth Workshop in Lagos, Nigeria.** Africa Lead collaborated with LEAP Africa to conduct this year's forum, "Managing Growth for Profitability," which brought together about 1,000 youth entrepreneurs and small business owners. The program provided a platform for networking, knowledge-sharing, and partnership development between small and medium enterprises (SMEs) and leading



private and public sector organizations who offer cutting-edge solutions, support, and services that aid growth, development, and sustainability of businesses in Nigeria.

- **Support for the National Agriculture Investment Plan (NAIP) Steering Committee and Validation Planning Meeting.** Africa Lead provided technical assistance and logistical support for the meeting held on June 20, 2017. During the meeting committee members were briefed on the progress of the planning of the made toward the organization of the maiden JSR and the Biennial Review (BR) process. They also mapped out strategies on how to submit the required reports by the set deadlines. The meeting enabled the Ministry to obtain inputs from members on the draft NAIP documents presented and to plan for the JSR validation meeting. Participants agreed to use the same terms of reference and timeline for the Biennial Review and the JSR and to enable experts to present on the selected themes of the JSR, for discussion at the plenary session. Participants also agreed on the need to scout various sources of funding to enable the ministry to organize the upcoming JSR.
- **Facilitation of Agribusiness and Entrepreneurship Development Training for Youth.** In partnership with LEAP Africa, Fresh & Young Brains Development Initiative (FBIN) and African Harvesters, Africa Lead launched its first Agribusiness and Entrepreneurship Development short course in Nigeria, for 39 youth in Lagos. The objective is to develop the capacity of entrepreneurs in agribusiness identification, planning, and management to strengthen startups and expand existing enterprises. Some topics covered during the training include how to identify the challenges and opportunities in various agriculture value chains, develop an agribusiness idea, manage cash flow, write an executive summary of a business plan, describe the content of a business plan, and carry out market research of a target market.
- **Facilitation of Agribusiness and Entrepreneurship Development Training for Women.** This short course was delivered in Abuja with leverage from the Federal Ministry of Agriculture and Rural Development (FMARD), Nigerian Women Agro Allied Farmers Association (NIWAAFA), and the National Association of Nigeria Traders (NANTs). Africa Lead delivered the four-and-a-half day short course to 39 women from various states of Nigeria. The training developed the capacities of participants in areas such as how to identify challenges and opportunities in various agriculture value chains, develop an agribusiness idea, manage cash flow, write an executive summary of a business plan, describe the content of a business plan, and carry out market research of a target market. Participants also used the training to network and collaborate to contribute to the growth of the agricultural sector.
- **Facilitation and Co-Sponsorship of Nigeria Multi Stakeholder Agricultural Joint Sector Review (JSR).** Africa Lead collaborated with the Alliance for Green Revolution in Africa (AGRA), German Corporation for International Cooperation (GIZ), Regional Strategic Analysis and Knowledge Support Systems (RESAKSS), and FMARD to conduct the first JSR in Nigeria. Both the JSR Steering committee and the secretariat include the six key stakeholder groups in the sector – the government, NSAs, farmer organizations, agriculture researchers, the formal private sector, and development partners. The two-day workshop hosted in Abuja brought together more than 150 participants across the nation, with representation from the media. Specifically, the JSR provides an opportunity for FMARD to be accountable by highlighting its performance over the year. The program also served as an opportunity for stakeholders to deliberate on such issues as budgetary allocations, the National Agriculture Investment Plan, and the Economic Recovery and Growth Program (ERGP).

LEVERAGING

- ▣ **Women and Youth C4C Leadership Course.** Africa Lead leveraged partner contributions in the form of participant travel costs, partner labor in recruiting participants, and course participation.
- ▣ **Inauguration of JSR Steering Committee and Inception Meeting.** Africa Lead leveraged funding in the form of 48 participants' labor costs.
- ▣ **Support to NAIP Steering Committee and Validation Planning Meeting.** Africa Lead leveraged funding in participant LOE.
- ▣ **Facilitation and Co-sponsorship of Nigeria Multi Stakeholder Agricultural Joint Sector Review.** AGRA co-sponsored the two-day workshop amounting to \$30,000 by covering accommodations for participants. GIZ funded the report writing of the sector report, totaling about €5,000.
- ▣ **Facilitation of Agribusiness and Entrepreneurship Development Boot Camp for Youth.** Africa Lead leveraged partner contributions in the form of participant travel costs, lodging and per diems, partner labor in recruiting participants, and course participation.



Annex A. Policy Tracking

Buy-in	Policy or Institutional Reform Area	Stage 1 (Analysis)	Stage 2 (Consultation)	Stage 3 (Documentation)	Stage 4 (Approval)	Stage 5 (Implementation)
National Agriculture Investment Plans and other related Broad Policy Documents						
BFS	New Alliance Cooperation Frameworks to Increase Agriculture and Agribusiness Investments through Policy Improvements	1	1	1	--	--
WA*	West Africa Regional Agriculture Investment Plan	1	1	1	1	--
Guinea	Guinea National Agriculture Investment Plan	2	1	--	--	--
Tanzania	Tanzania National Agriculture Investment Plan (ASDP-II)	1	1	1	--	--
Kenya	Kenya National Agriculture Investment Plan	1	1	1	--	--
Senegal	Senegal National Agriculture Investment Plan	2	2	--	--	--

Buy-in	Policy or Institutional Reform Area	Stage 1 (Analysis)	Stage 2 (Consultation)	Stage 3 (Documentation)	Stage 4 (Approval)	Stage 5 (Implementation)
BFS	African Union Plan for Domestication of Malabo Declaration into National Agriculture Investment Plans	1	1	1	1	1
Burkina Faso	Burkina Faso National Agriculture Investment Plan	1	1	--	--	--
Elements of Institutional Architecture for Agriculture Policy (JSRs, BRs, NSA engagement mechanisms, sector coordination processes, etc.)						
Guinea	Guinea Institutional Architecture for Policy Development and Implementation	1	1	1	--	--
Sierra Leone	Sierra Leone Institutional Architecture for Policy Development and Implementation	1	1	1	--	--
Burkina Faso	Burkina Faso Institutional Architecture for Policy Development and Implementation	1	1	1	--	--
Tanzania	Tanzania Institutional Architecture for Policy Development and Implementation	1	2	1	--	2
Kenya	Kenya Institutional Architecture for Policy Development and Implementation	4	4	4	3	3



Buy-in	Policy or Institutional Reform Area	Stage 1 (Analysis)	Stage 2 (Consultation)	Stage 3 (Documentation)	Stage 4 (Approval)	Stage 5 (Implementation)
BFS (formerly Malawi)	Malawi Institutional Architecture for Policy Development and Implementation	--	--	--	--	--
Senegal	Senegal Institutional Architecture for Policy Development and Implementation	1	1	1	--	--
Nigeria*	Nigeria Institutional Architecture for Policy Development and Implementation	2	1	2	1	--
Ghana	Ghana Institutional Architecture for Policy Development and Implementation	1	1	1	--	1
DRC	DRC Institutional Architecture for Policy Development and Implementation	2	1	1	--	--
EA	East African Community Institutional Architecture for Policy Development and Implementation	1	1	1	1	--
BFS	Support to the African Union for Biennial Review country reporting	1	1	1	--	--
Specific Agriculture and Food Security Policies						
BFS	Early Generation Seed (EGS) Development in Kenya	1	--	--	--	--

Buy-in	Policy or Institutional Reform Area	Stage 1 (Analysis)	Stage 2 (Consultation)	Stage 3 (Documentation)	Stage 4 (Approval)	Stage 5 (Implementation)
BFS	Early Generation Seed (EGS) Development in Rwanda	1	1	--	--	--
BFS	Early Generation Seed (EGS) Development in Zambia	1	1	--	--	--
BFS	Early Generation Seed (EGS) Development in Nigeria	1	1	--	--	--
EA	COMESA Seed Harmonization Implementation Plan (COMSHIP)	1	1	1	--	--
Ghana	Ghana Seed Systems Policy/Regulations	--	--	--	1	1
EA	COMESA Biotechnology and Biosafety Implementation Plan (COMBIP)	--	1	--	--	1
BFS	Fertilizer Policy	--	1	--	--	--
EA	East Africa Regional Livestock Development Policy	--	1	--	--	--
EA	East Africa Aflatoxin Policy	--	1	1	1	
EA	Burundi Coffee Development Strategy (Policy implementation)	--	--	--	--	1
Senegal	West Africa Mango Market Development Policy	--	--	1	1	1



Buy-in	Policy or Institutional Reform Area	Stage 1 (Analysis)	Stage 2 (Consultation)	Stage 3 (Documentation)	Stage 4 (Approval)	Stage 5 (Implementation)
WA*	ECOWAS Gender and Climate Smart Agriculture Strategy	1	--	--	--	--
Ghana	Ghana Livestock Policy	1	1	1	--	--
BFS	Rwanda Pesticide Container Use Policy (Assessment of Toxic Containers Disposal)	--	--	1	--	--
EA	East Africa Regional Livestock Management Policy	1	1	--	--	--
EA	East Africa Resilience strategy/plan	1	1	1	1	1

*Reported under BFS in Feed the Future Monitoring System (FTFMS) reporting

Annex B. Indicator Deviations

Indicator number	Indicator	FY17 Target	FY17 Actual	Deviation Narrative
1.1	Number of individuals participating in USG food security programs	2,250	7,494	<ul style="list-style-type: none"> The project exceeded this target due to significant grantee and intern data captured late in FY17 that was not factored adequately into targets (under Ghana and BFS programs, primarily). Larger than anticipated events in Tanzania and Kenya (particularly local government authority workshops in Tanzania) significantly raised our results in this indicator as well.
	% women	35%	43%	<ul style="list-style-type: none"> Grantee events in Ghana targeted primarily women, a factor that was not predicted at the time of target-setting.
1.2	Number of individuals receiving USG supported short-term agricultural sector productivity or food security training	1,775	3,159	<ul style="list-style-type: none"> The project exceeded this target due to significant grantee and intern data captured late in FY17 that was not factored adequately into targets (under the Ghana and BFS programs, primarily), and has not been reported on in the respective quarters due its delayed capture and entry.
	% women	35%	71%	<ul style="list-style-type: none"> Grantee events in Ghana targeted women, a factor that was not predicted at the time of target-setting.
1.3	Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance	888	563	<ul style="list-style-type: none"> Due to insufficient response rates in previous years, we have refreshed our approach to collecting data for this indicator and are making individual contact with beneficiaries dating back to the inception of the project. While this is a time-consuming process, it is an important initiative given the nature of Africa Lead's work with individual Champions and the need to assess impact at the individual level. We anticipate increased results in this area, as the M&E team is able to interview more people throughout the duration of the project. In addition, this data will also feed into other learning and communication initiatives on the program such as testing our assumptions about commitment and engagement over the long term, testimonials from former champions, and other impact due to AL.



Indicator number	Indicator	FY17 Target	FY17 Actual	Deviation Narrative
1.4	Number of organizations receiving targeted assistance to build their capacity and/or enhance their organizational functions	57	76	<ul style="list-style-type: none"> Per AL's revised PMELP, this indicator now captures intern host organizations (see detailed list in Annex E) as part of a broader definition of capacity building on the program. However, AL exceeded anticipated targets in this indicator because target setting at the buy-in level did not allocate adequately for this revised definition of capacity building.
1.5	Percentage of institutions/organizations benefitting from targeted Africa Lead II capacity building activities that apply improved practices	80%	96%	<ul style="list-style-type: none"> Through the internal program review, AL revealed significant insight into organizational change among key partners. Impact is greater than anticipated among those organizations included in the analysis for FY17. The M&E team will assess change among additional partners in FY18 and will have a broader perspective on impact in this area.
1.6	Number of organizations/institutions benefitting directly and indirectly from AL II programming	259	1,877	<ul style="list-style-type: none"> The target for this indicator was exceeded because AL held larger events (particularly in Kenya and Tanzania) than originally planned at the time of target-setting. AL also partnered with several apex organizations in Nigeria, Ghana and Kenya, which according to AL's revised PMELP, are now captured under this indicator as indirect beneficiaries.
2.1	Number of knowledge products generated with support from Africa Lead II	15	84	<ul style="list-style-type: none"> AL exceeded the target due to increased production of knowledge products under the PREG program, which were not known at the time of target setting.
2.2	Number of events supported by Africa Lead to improve institutional effectiveness of food security actors in managing agricultural transformation across Africa	86	217	<ul style="list-style-type: none"> The project exceeded this target due to significant grantee data captured late in FY17 that was not factored adequately into targets. One grantee held more than 50 training events in FY17, all of which are included in our annual total here, but were not factored into targets or quarterly reporting previously.

Indicator number	Indicator	FY17 Target	FY17 Actual	Deviation Narrative
2.3	Number of agricultural enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case Stage 1: Analyzed; Stage 2: Drafted and presented for public/stakeholder consultation; Stage 3: Presented for legislation/decreed; Stage 4: Passed/approved; Stage 5: Passed for which implementation has begun	16	47	<ul style="list-style-type: none"> Per AL's revised PMELP, the program is implementing a new and improved process for tracking this indicator. As such, the project has been able to capture and report on a broader set of policy relevant initiatives, in particular under the IA area, funded by the BFS program. This explains why the project has overperformed its original target of 16 policies.
3.1	Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	379	655	<ul style="list-style-type: none"> In Kenya, Ghana and Nigeria, Africa Lead partnered with apex organizations to deliver training and conduct NSA engagement activities. Through these apex organizations, Africa Lead accessed a high number of affiliate organizations that were not anticipated in our target-setting. In addition, reporting under Africa Lead's large grant to ASNAPP, which is an internship program that places youth in private enterprises, producer organizations, and CBOs was finalized during FY17.
3.2	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations, & community-based organizations (CBOs) that apply improved technologies or management practices as a result of USG assistance	45	15	<ul style="list-style-type: none"> While at least 56 organizations reported change due to Africa Lead in FY17, most of Africa Lead's key partners are public actors and are not captured under this indicator. We do anticipate an increase in this indicator in FY18, as we will assess change among more than 20 organizations according to AL's revised PMELP – the bulk of which are non-state actors.
3.3	Percentage of NSAs that report satisfaction with their participation in mutual accountability activities supported by AL	65%	-	<ul style="list-style-type: none"> Per AL's revised PMELP, the project will conduct an NSA satisfaction survey in partnership with the CAADP Non-State Actors Coalition (CNC) in FY18 to report on this indicator in the final report. While AL did set annual targets for this indicator, with M&E resources limited in FY17, the team instead decided to assess this indicator in the in the final year of implementation.



Indicator number	Indicator	FY17 Target	FY17 Actual	Deviation Narrative
3.4	Number of participants attending events to support greater engagement of NSA in agricultural development and implementation	563	561	<ul style="list-style-type: none"><li data-bbox="1087 321 1178 344">• N/A

Annex C. Impact Story

Youth “Farm-u-cation” takes center stage on Africa’s first agriculture reality TV show



Winrose, a 24-year-old from Meru, Tanzania competed against and outperformed three contestants in the Feed the Future and USAID supported farming reality TV series, “Don’t Lose the Plot.” Photo credit: Africa Lead.

Winrose was a shy 24-year-old, high school educated woman who spent most of her days working on her parents’ farm in Meru, Tanzania. Now, Winrose is a full-fledged farmer with experience and profits in the bank to prove it, thanks to the practical skills she gained as one of the four youth farmers competing on [Don’t Lose the Plot \(DLTP\)](#), Africa’s first agriculture reality TV show.

While Winrose doesn’t fit into the age bracket of the average African farmer, who the Food and Agriculture Organisation of the United Nations (FAO) estimates is 60 years old, she does represent a growing population of young people turning to

agribusiness for employment and income. These new and young farmers were the target audience for DLTP, which ran for 13 episodes in its first season. Supported by Feed the Future’s primary capacity-building project in sub-Saharan Africa, [Africa Lead II](#), the show aired in both English and Swahili language in Uganda, Tanzania, and Kenya. In Kenya it reached an estimated weekly viewership of more than 2 million households, making it one of the most popular programs in the country.

DLTP encouraged East African youth to take up agribusiness as a viable career to improve their food security and increase



their livelihoods. With food security and youth affairs at the core of Feed the Future's programming, Africa Lead focused on encouraging more youth to take up leadership and entrepreneurship in agriculture to protect and enhance food security in the region.

DLTP, produced by the company Mediae (the producers of East Africa's well known Shamba Shape Up TV show) featured four youth farmers — two from Kenya and two from Tanzania — who were each given one acre of land to turn into a successful farm in nine months. The farmers received guidance and practical insights from agriculture experts on financial planning, planting strategies, agricultural inputs, value chains, and marketing.

The show also provided information to viewers via SMS interaction and mobile applications. One very successful tool made available to viewers was the DLTP "[Budget Mkononi](#)" web tool, a budgeting tool for viewers to build personalized agribusiness budget and allowed aspiring "agripreneurs" to see how profitable their business might be.

[In the end](#) all contestants performed incredibly well, and their combined farming operations brought in profits of Kenya Shillings (Kshs) 828,000 – or just over

\$8,000. On average, the four contestants showed a 71.5-percent profit after recovering their investments. Winrose walked away with an agribusiness investment worth \$10,000 — the value of one acre back in her home country — after she emerged the top winner. Issah, also from Tanzania, received an investment worth \$5,000 after being declared second in the competition by a panel of industry expert judges. The next two were each awarded a similar investment valued at \$2,500.

"I'm happy, because it's a surprise for me," said Winrose during her interview with one of the show's hosts. When asked what she'd do with the prize, she said she'll "go home and start to do the research." To confirm how much of an impact the show's "farm-u-cation" had, Winrose says she doesn't want to plant the same things she did on her competition plot in Kenya – the land is different in Tanzania, and she doesn't "want to take a loss."

By the end of the show, Winrose and the other contestants didn't just learn how to turn a profit from farming. They all showed young aspiring East African farmers how not to "lose the plot."

[To watch all 13-episodes visit the Don't Lose the Plot website.](#)

Annex D. Key Partners in FY17

Table 1: Key Partners and Collaborators in FY17

Mission	Organization	Type	Africa Lead Support Provided
BFS	African Fertilizer and Agribusiness Partnership (AFAP)	NGO	OCA and capacity building support (via grant)
BFS	African Union Commission's Department of Rural Economy and Agriculture (AUC/DREA)	RIGO	OD and technical coordination for CAADP and Malabo implementation
BFS	CAADP Non-State Actors Coalition	NGO	Organizational development (via grant)
BFS	PICO	NGO	Technical Networks Activity
Burkina Faso	Permanent Secretary for Agriculture Sector Coordination (SP/CPSA)	Gov	Policy coordination
DRC	GIBADER	Working group	Capacity building (facilitation)
DRC	Ministry of Agriculture	Gov	Policy coordination
DRC	Ministry of Rural Development	Gov	Capacity building (leadership training)
DRC	Office National du Café (ONC)	Gov	Capacity building (training, PICAL)
EA Regional	Alliance for Commodity Trade in Eastern and Southern (ACTESA)	RIGO	Capacity building to develop COMSHIP Mutual Accountability Framework
EA Regional	East Africa Community (EAC)	RIGO	Regional IAA
EA Regional	IGAD Drought Disaster Resilience Sustainability Initiative (IDDRSI)/Intergovernmental Authority on Development (IGAD)	RIGO	Capacity building (facilitation)
Ghana	Africa Youth Network for Agricultural Transformation (AYNAT)	NGO	Capacity building (via grant)
Ghana	Agribusiness in Sustainable Natural African Plant Products (ASNAPP)	NGO	Capacity building (via grant)
Ghana	Agricultural Advisory Services Network (AASN) / Business and Development Consultancy Centre (BADECC)	NSA Network	Capacity building (via grant)
Ghana	Cluster Farming Holding	Private Sector	Capacity building (via internship program)
Ghana	Eden Tree	Private Sector	Capacity building (via internship program)
Ghana	Fair River International Association for Development (FARIAD)	NGO	Capacity building (via internship program)



Ghana	Farmerline	Private Sector	Capacity building (via internship program)
Ghana	Federation of Associations of Ghanaian Exporters (FAGE)	Private Sector	Capacity building (via internship program)
Ghana	Finexport	Private Sector	Capacity building (via internship program)
Ghana	Fisheries & Aquaculture Alliance Network (FANG)/Inland Culture Fisheries Association of Ghana (ICFAG)	NSA Network	Capacity building (via grant)
Ghana	Growth Mosaic	Private Sector	Capacity building (via internship program)
Ghana	iDE Ghana	NGO	Capacity building (via internship program)
Ghana	Integrated Water & Agricultural Development (IWAD)	Private Sector	Capacity building (via internship program)
Ghana	Joekopan	Private Sector	Capacity building (via internship program)
Ghana	MDF West Africa	Private Sector	Capacity building (via internship program)
Ghana	National Beekeepers Association	Private Sector	Capacity building (via internship program)
Ghana	Resilient Africa Network - West Africa Resilience Innovation Lab	Academia	Capacity building (via internship program)
Ghana	Samba Foods	Private Sector	Capacity building (via internship program)
Ghana	Savanna Agricultural Research Institute (SARI)	NGO	Capacity building
Ghana	Savannah Integrated Rural Development Aid (SIRDA)	NGO	Capacity building (via grant)
Ghana	The Ghana Livestock Development Network (GLIDEN)	NSA Network	Network support
Ghana	University of Cape Coast (UCC) Department of Fisheries and Aquatic Sciences (DFAS)	Academic	Capacity building (via training, coaching, and mentoring)
Ghana	University of Ghana (UofG)	Academic	Capacity building (via training, coaching, and mentoring)
Ghana	Women in Agribusiness Network Ghana (WIANG)	NSA Network	Network support
Ghana	World Cocoa Foundation	NGO	Capacity building (via internship program)
Guinea	Bureaux de Strategie et de Developpement - BSDs	Gov	Policy coordination
Guinea	Ministry of Industry, Small and Medium Enterprises and Private Sector Promotion	Gov	Policy coordination
Guinea	Ministry of Trade	Gov	Policy coordination

Guinea	Plateforme de Concertation du Secteur Prive Guinéen - PCSPG	NSA Network	Policy coordination
Kenya	African Seed Trade Association (AFSTA)	NGO	TA and advisory support
Kenya	Agricultural Council of Kenya (AgCK)	NSA Network	Capacity building (TA, facilitation, advisory support)
Kenya	Bomet county - county govt	Gov	Capacity building (via leadership training, OCA)
Kenya	JASSCOM	Working group	Policy coordination
Kenya	Ministry of Agriculture Livestock and Fisheries	Gov	Policy coordination
Kenya	Taita Taveta county	Gov	Capacity building (via leadership training, OCA)
Kenya	Tegemeo Institute	Academic	Capacity building (via OCA)
Nigeria	Federal Ministry of Agriculture and Rural Development (FMARD)	Gov	Capacity building (policy coordination, facilitation of JSR Steering Committee)
Nigeria	National Agriculture Seed Council (NASC), part of FMARD	Gov	Policy coordination
Senegal	Agence Chargée de la Promotion des Investissements et des Grands Travaux (APIX) / Investment Promotion and Major Projects Agency (APIX) Investment Platform	Gov	TA and advisory support
Senegal	Bureau Operationnel de Suivi (BOS) du Plan Senegal Emergent	Gov	Capacity building (facilitation, M&E training)
Senegal	Cellule de Lutte Contre la Malnutrition (CLM)	Gov	Capacity building
Senegal	Direction de l'Appui au Secteur Prive/DASP	Gov	Capacity building (M&E training and team building)
Senegal	Direction de l'Analyse, de la Prevision et des Statistiques Agricoles (DAPSA), part of MoA	Gov	Policy coordination
Senegal	Ministry of Commerce, Informal Sector, Consumption and Promotion of Local Products, and SMEs (MinComm for short)	Gov	Facilitation of Regional Mango Alliance
Senegal	University of Cheikh Anta Diop (UCAD)/Institut Supérieur d'Agriculture et d'Entreprenariat (ISAE)	Academic	C4C insitutionalization
Senegal	West Africa Regional Mango Alliance (WARMA)	Regional association	Advisory support
Sierra Leone	Ministry of Agriculture, Forestry, and Food Security (MAFFS)	Gov	Capacity building (leadership and M&E training)



Tanzania	Agricultural Council of Tanzania (ACT)	NSA Network	Policy coordination
Tanzania	Agriculture Non-State Actors Forum (ANSAF)	NSA Network	Policy coordination
Tanzania	Arusha District Council (Local Government Authority)	Gov	Capacity building (via leadership training, coordination)
Tanzania	Iringa Municipal Council	Gov	Capacity building (via leadership training, coordination)
Tanzania	Kilosa District Council (Local Government Authority)	Gov	Capacity building (via leadership training, coordination)
Tanzania	Ministry of Agriculture Livestock and Fisheries	Gov	Policy coordination
Tanzania	Mvuha District Council	Gov	Capacity building (via leadership training, coordination)
Tanzania	National Network of Small-Scale Farmers Groups in Tanzania/Mtandao wa Vikundi vya Wakulima Tanzania (MVIWATA)	MBO	Capacity building (leadership training, coordination)
Tanzania	Platform for Agriculture Policy Analysis and Coordination (PAPAC)	Working group	Leadership training, policy coordination
Tanzania	Sokoine University Graduate Entrepreneurs Cooperative (SUGECO)	Academic	Capacity building
Tanzania	Tanzania Private Sector Foundation (TPSF)	Private Sector	Policy coordination
Tanzania	Tanzanian Horticultural Association (TAHA)	CBO	Capacity building (via leadership training, coordination)
Tanzania	Zanzibar District Council (Local Government Authority)	Gov	Capacity building (via leadership training, coordination)
WA Regional	Economic Community of West African States (ECOWAS)	RIGO	Capacity building
WA Regional	Permanent Interstate Committee for Drought Control in the Sahel (CILSS)	RIGO	Capacity building (via training, coaching, and mentoring)
WA Regional	Réseau des organisations paysannes et de producteurs de l'Afrique de l'Ouest (ROPPA)	RIGO	Capacity building (via OCA)
WA Regional	West and Central Africa Council for Agricultural Research and Development (CORAF/WECARD)	RIGO	Capacity building

Annex E. Performance Indicator Tracking Table (PITT)

#	Indicator Type	Indicator	FY17 Achieved by Quarter				FY17 (Y4) Achieved	FY17 (Y4) Target	LOP Achieved	LOP Target
			Q1	Q2	Q3	Q4				
Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs										
1.1	Output	Number of individuals participating in USG food security programs	934	1,575	1,960	1,067	7,494 ¹	2,250	19,715	14,966
		% Women	27%	28%	20%	31%	43%	35%	39%	35%
1.2	Output (EG.3.2-1)	Number of individuals receiving USG-supported short-term agricultural sector productivity or food security training	165	637	171	316	3,159 ²	1,775	5,838	5,409
		% Women	30%	31%	46%	40%	71%	35%	56%	35%
1.3	Outcome	Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance	-	-	-	-	³ 563	888	563	1,366
1.4	Output	Number of organizations receiving targeted assistance to build their capacity and/or enhance their organizational functions	21	47	50	76	76	57	76	72
1.5	Outcome	Percentage of institutions/organizations benefitting from targeted Africa Lead II capacity building activities that apply improved practices	-	-	-	-	96%	80%	96%	85%
1.6	Output	Number of organizations/institutions benefitting directly and indirectly from Africa Lead II programming	447	495	629	409	1,877	259	4,348	2,773
Intermediate Result 2: Enhanced capacity to manage policy change and reform across Africa										
2.1	Output	Number of knowledge products generated with support from Africa Lead II	7	31	22	24	84	15	133	74
2.2	Output	Number of events supported by Africa Lead to improve institutional effectiveness of food security actors in managing agricultural transformation across Africa	32	51	50	40	217	86	522	406

¹ The annual result for indicator 1.1 includes grantee and internship data that is not included in the quarterly data as it was collected after the relevant quarter and/or spans multiple quarters in the fiscal year.

² The annual result for indicator 1.2 includes grantee and internship data that is not included in the quarterly data as it was collected after the relevant quarter and/or spans multiple quarters in the fiscal year.

³ Due to insufficient response rates in previous reporting periods, we have launched retroactive data collection, surveying individual beneficiaries throughout the life of the project. This survey is ongoing, and we anticipate increase in results as data collection continues into FY18.



#	Indicator Type	Indicator	FY17 Achieved by Quarter				FY17 (Y4) Achieved	FY17 (Y4) Target	LOP Achieved	LOP Target
			Q1	Q2	Q3	Q4				
2.3	Output/ Outcome (EG.3.1-12)	Number of agricultural enabling environment policies completing the following processes/steps of development as a result of USG assistance in each case Stage 1: Analyzed; Stage 2: Drafted and presented for public/stakeholder consultation; Stage 3: Presented for legislation/debate; Stage 4: Passed/approved; Stage 5: Passed for which implementation has begun	-	-	-	-	47	16	47	68
Intermediate Result 3: More inclusive development and implementation of agriculture and food security policies and programs, through greater engagement of NSAs										
3.1	Output (EG.3.2-4)	Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	125	156	169	192	655	379	1,522	1,555
3.2	Outcome (EG.3.2-20)	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations, and CBOs that apply improved technologies or management practices as a result of USG assistance	-	-	-	-	15	45	34	88
3.3	Outcome	Percentage of NSAs that report satisfaction with their participation in mutual accountability activities supported by Africa Lead	-	-	-	-	-	65%	-	65%
3.4	Outcome	Number of participants attending events to support greater engagement of NSAs in agricultural development and implementation	-	-	-	-	561	563	561	822

Annex F. Environmental Compliance

On March 22, 2013, Africa Lead II received a categorical exclusion as part of its environmental compliance reporting requirement. There has been no change in the past quarter (or year) with respect to this status.