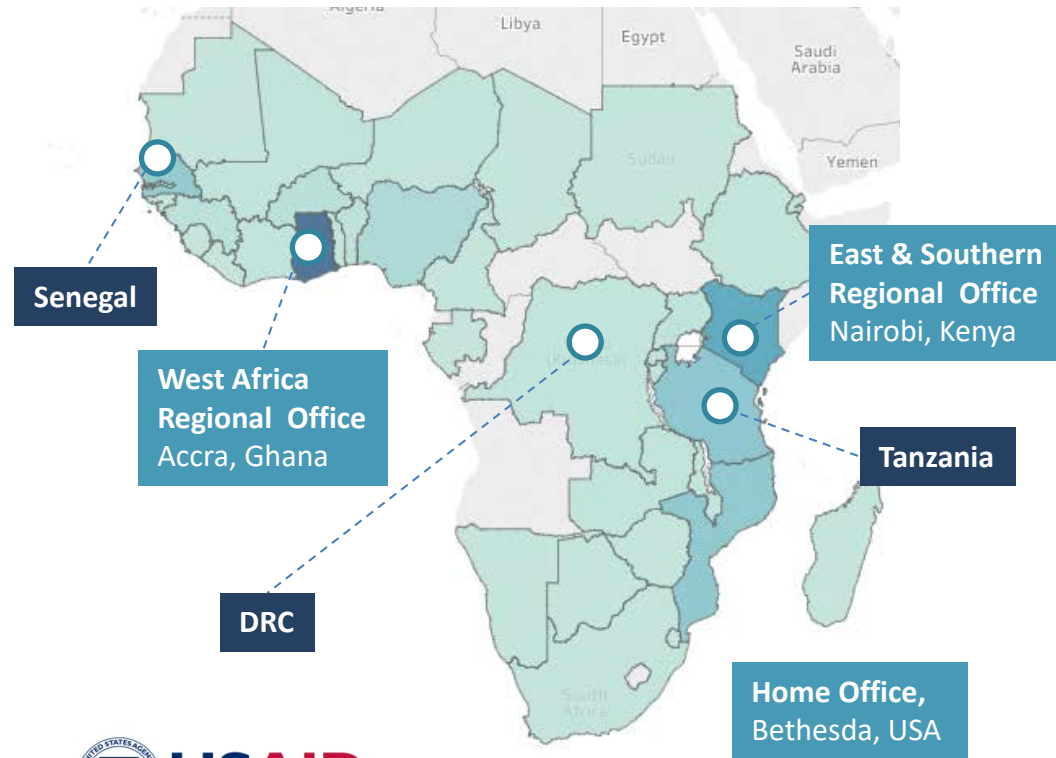


Africa Lead: Scaling up for food security in Africa



Offices & staff in 5 African Countries, Home Office in Bethesda



USAID / MISSION SUPPORT

1 Continental & **2** Regional Missions

Bureau for Food Security

East Africa Mission

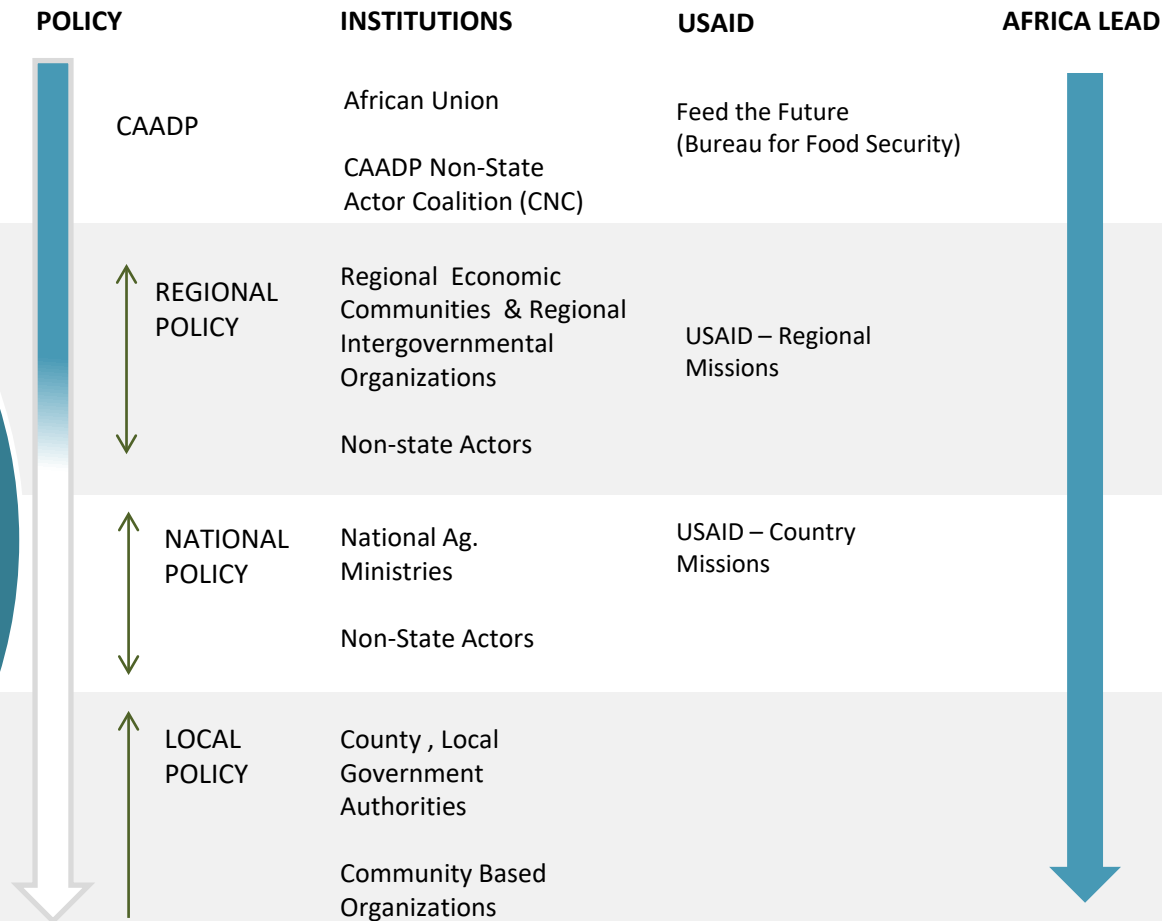
West Africa Mission

11 Country Mission Buy-Ins

DRC, Ghana, Guinea, Kenya, Malawi,
Mozambique, Nigeria, Rwanda, Sierra
Leone, Senegal, & Tanzania

PROJECT CEILING INCREASED

\$70 M  **\$95 M**





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

- Strengthen African leaders
- Strengthen African organizations
- Facilitate *their* ability to collaborate in making better policy





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Strengthening African Leaders



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Training:

- 10,000 leaders from 36 countries
- Champions for Change
- 100 trainer portfolios in **online directory**



Engaging women & youth in agriculture and agribusiness

- Women and youth networks
- Multi-media programming
 - *Don't Lose the Plot* reality TV show & *Makutano Junction*
 - *Kumekucha* radio series and full-length film

<https://www.youtube.com/watch?v=lh7vxKp7r6I>



Kumekucha





Organizational Capacity Strengthening

Regional Entities

- *Economic Community of West African States (ECOWAS)*
- *Common Market for Eastern and Southern Africa (COMESA)*
- *Continental Non-State Actor Coalition*
- *African Seed Trade Association (AFSTA)*
- *Alliance for Commodity Trade in East and Southern Africa (ACTESA)*

National Entities

- *National Drought Management Authority (NDMA-Kenya)*
- *Tegemeo Research Institute*

County and Local Government Entities





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Facilitate *their* ability to
collaborate in making
better policy



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County

Partnership for Resilience & Economic Growth (PREG)

National

Agriculture Council of Kenya, Ministries of Agriculture in Kenya and Tanzania, Agriculture Non-state Actors Forum (Tanzania)

Regional

Regional Seed Policy (COMESA Seed Harmonization Implementation Plan)

Continental

African Union, National Agriculture Investment Plans



Facilitative Leadership

Africa Lead's Role on Complex, Multi-stakeholder Activities



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“We like to bring together people from radically different fields and wait for the friction to produce heat, light and magic. Sometimes it takes a while.”



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Three examples of Facilitative Leadership

1. Partnership for Resilience and Economic Growth (PREG)
2. Tanzania's Agriculture Sector Development Program Phase 2 (ASDP-2)
3. Kenya's Agriculture Sector Growth and Transformation Strategy (ASGTS)

Africa Lead's experience as facilitative leader on PREG, Tanzania ASDP-2 and Kenya ASGTS:

1. How did our role as facilitator come about?
2. What were our main functions and behaviors?
3. What were the outcomes?

1. How did our role as a facilitative leader come about?

A short background:

- Facilitative Leadership not in our scope of work
- Africa Lead started as organizer and facilitator of events
- Leadership void on complex challenges

1. How did our role as a facilitative leader come about?

Tanzania Agriculture Sector Development Plan

- Had previously supported Ministry with training and organizational development
- Ministry requested support
- Africa Lead couldn't do it alone; we identified other USAID partners
- Africa Lead emerged as de facto facilitator after first few meetings

1. How did our role as a facilitative leader come about?

Kenya Agriculture Sector Growth and Transformation Strategy

- Our role not an accident
- From the start of Africa Lead in Kenya in 2016, our objectives were: (1) to develop relationships with and be supportive of all parties; and (2) to create opportunities for open dialogue and learning among all parties
- Africa Lead involved in different arenas: leadership training; CAADP events; Institutional Architecture Assessment; Agriculture Policy Analysis Group; organizational strengthening

1. How did our role as a facilitative leader come about?

Partnership for Resilience and Economic Growth (PREG)

- Not organic and gradual as with the other two activities
- USAID/Kenya had committed to making PREG a successful example of Collaboration, Learning and Adaptation (CLA)
- Challenge: 7 USAID offices and 15 projects had resources; PREG didn't
- PREG began in 2013, floundered for several years
- In 2016 USAID bought into Africa Lead to manage the CLA activity

2. What were Africa Lead's main functions and behaviors as facilitative Leader?

Identify and work towards a common purpose

- Ask! don't tell!
- Resist the temptation to control design and implementation; let the collaborators do it
- Be “assertively supportive”

2. What were Africa Lead's main functions and behaviors as Facilitative Leader?

Ensure all partners contribute to and own the activity

- Africa Lead facilitated working groups in all three activities
- Each partner contributes according to its own specialized resources & skills
- Africa Lead served project coordination role

2. What were Africa Lead's main functions and behaviors as Facilitative Leader?

Develop and maintain open lines of communication

- Communication is the most important function of the facilitative leader
- Meeting minutes and follow-up actions
- Democratic communication democratizes decision making

2. What were Africa Lead's main functions and behaviors as Facilitative Leader?

Keep the collaboration focused and intact at almost any cost

- Keeping a group of diverse partners together a unique challenge
- Each activity experienced a crisis that threatened the collaboration

3. What were the outcomes of the three collaborations facilitated by Africa Lead?

- All three collaborations are recent and current; only the Tanzania ASDP-2 socialization program has been completed
- Qualitative outcomes: organizations given a voice; trust developed
- Tanzania ASDP-2: over 1000 Local Government Officials informed, empowered
- ASDP-2 and ASGTS incorporate CAADP goals & feed into National Agriculture Investment Plans and other CAADP reporting
- PREG: concrete benefits of joint work planning in counties
- For USAID partners: proof that collaboration pays off
- For USAID: value added

Summary of Lessons Learned

On the benefits of facilitative leadership:

- Harnesses the resources of multiple partners
- Avoids duplication & resolves conflict
- Builds consensus among diverse parties
- Achieves objectives no single party can achieve alone

Summary of Key Lessons Learned

On being an effective facilitative leader:

- Requires specialized skills and a facilitative personality
- Cannot be achieved if organization is burdened with narrow agenda and targets

Summary of Key Lessons Learned

On strategic design to solving complex development problems:

- Dedicated facilitative leadership is vital to solving complex development problems involving diverse stakeholders
- Development organizations should consider designing the facilitative leadership function into projects and programs
- USAID mainly encourages collaboration now through periodic partners meetings; these examples could serve as case studies to inform more effective approaches to partner collaboration in the future



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A large group of people, including men, women, and children, are gathered under the shade of a massive, ancient-looking tree in a dry, open landscape. Some people are standing, while others are seated on plastic chairs arranged in a semi-circle. The background shows a few small, traditional huts and more trees under a clear sky. The text "Thank You!" is overlaid in the center of the image.

Thank You!