An Assessment of the New Alliance for Food Security and Nutrition

Synthesis Report*

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EXECUTIVE SUMMARY

The aim of this synthesis report is to assess the performance of the New Alliance for Food Security and Nutrition (NAFSN), four years after its launch. Specifically, the report analyzes the progress that has been made in achieving commitments made by major stakeholders (government, private companies, and development partners). NAFSN has been an attempt to devise a new approach to development cooperation in the NEPAD era in which African countries asserted more leadership and ownership of the continent's development agenda and the global community responded to their call for greater alignment. The assessment therefore focuses on three different areas:

- Adherence to core NEPAD values and principles as articulated in the Comprehensive Africa Agriculture Development Programme (CAADP);
- Achievement of stated NAFSN goals and targets and related commitments by the different parties involved;
- Lessons to be learned in terms of success factors and guidance for future efforts to improve the quality and effectiveness of development cooperation in the agricultural sector.

The latter is as important as the first two areas. Given the novel character of the initiative, even its initiators could not have expected a perfect outcome. But they must have hoped for useful lessons to guide future efforts to scale up the most successful elements of the initiative. The assessment must also keep in mind that possible alternatives are available. The traditional approach of isolated efforts that may or may not be aligned with country priorities, well-coordinated among development partners or inclusive of private sector and civil society has shown its limit. And in the era of CAADP, that model needs to be reformed. The approach of the assessment therefore is not to answer the question of whether or not NAFSN worked, but rather where it has worked and where not, and what are the lessons learnt for future efforts to further improve development partnership in Africa.

The report is based on the findings of four separate country case studies carried out in Benin, Burkina Faso, Ghana, and Nigeria. Overall, the findings suggest that, in general, NAFSN has espoused the NEPAD and CAADP values and principles of alignment, inclusivity and mutual accountability, even if there is room for improvement in their implementation. In all participating countries, the initiative helped bring together major players in the food system, especially governments, development partner agencies, farmers associations, and the private sector. Commitments by individual development partners were found to be aligned with country priorities as spelled out in the respective National Agricultural Investment Plans (NAIPs). The review and dialogue processes were among the weakest aspects of NAFSN, as established modalities for accountability and reporting did not allow for full participation of the private sector or broad and sustained engagement among all stakeholders and beneficiary communities.

The findings also indicate that stakeholders made real progress with respect to the implementation of commitments that are set out in the various Country Cooperation Frameworks, although many commitments were not fully realized. Governments made good progress in implementing many of the large number of policy commitments. The financial commitments were met at different degrees according to donors and countries. Several of the development partners worked with governments, and in some cases private sector operators, to enhance institutional and operational capacities. The least progress was observed with respect to achieving the investment targets stated in private sector letters of intent. Even here, case study findings point to significant new investments. In several countries, contributions in terms of added production and productivity, employment and income are reported.

The reports also point to several areas of weakness that would require greater attention in any future efforts. These include the following:

1. *Policy reform ambitions and implementation capacity*: The need to remove the many policy and regulatory bottlenecks has led to a rather large number of reform actions that in many cases have challenged the implementation capacity of public institutions. Gradualism and better sequencing, accompanied with targeted capacity building, may produce even more progress in the future.
2. *Additionality and scale*: Existing projects and programs accounted for a large portion of the financial commitments by development partners. This is understandable for a new initiative and a first generation of commitments. Going to scale and achieving ambitious transformation goals under future efforts would call for new and additional resources beyond existing portfolios. The issue here is not just financial resources but also support for enhanced implementation capacity, without which additional commitments are not certain to lead to commensurate increases in achievements or outcomes.

3. *Integration and synergy*: Improved alignment with country strategies and priorities has been one of the stronger features of the NAFSN. The benefit of alignment is enhanced when it extends beyond the mere mapping of activities into joint planning and coordinated implementation. The challenge here is more on the side of development partners and in terms of how they can succeed in finding workable modalities to coordinate interventions among agencies, on the one hand, and between agencies and governments and other national stakeholders, on the other hand.
4. *Translating national level commitment into local action*: NAFSN has global and continental roots and was rolled out primarily at the national level. As a framework for action targeting major structural impediments in the food and agricultural sector, the focus of NAFSN on national level commitments and players has been dictated by practicality. Although the subject of criticism by some who saw in it a lack of inclusivity, this appears to be the proper first level of interaction on global and continental initiatives. What was missing were well thought out modalities to translate higher level commitments into local action. This is primarily an issue of execution capacity and the quality of sector governance. Therefore, greater attention to and investment in these areas ought to be a priority in future efforts.
5. *Appropriate accountability modalities for private sector entities*: Relatively stark separation between Grow Africa and NAFSN components did not facilitate full integration of the private sector in accountability processes. Alternative modalities which address the legitimate commercial concerns of private businesses while ensuring adequate participation in dialogue and accountability activities will be needed in the future.

The implementation progress and lessons highlighted in the present report provide a useful input into the operationalization of the Country Agribusiness Partnerships Framework (CAP-F) which has been launched by the African Union Commission (AUC) and the NEPAD Planning and Coordination Agency (NPCA) as a follow up to NAFSN and Grow Africa. Noticeable changes that are envisaged under CAP-F include stronger country ownership, a focus on clustering commitments around agribusiness partnerships, and better anchoring within the CAADP process through the design, implementation, and monitoring of the new generation of country NAIPs. In particular, and as outlined in the CAP-F concept note and guidelines, CAP-F aims to reinforce the linkages between the agribusiness value chain players and the CAADP-based NAIP agenda in

African countries. While the NAIP generally serves as a multi-year public CAADP investment plan for agriculture sector development, CAP-F can serve as a dynamic registry or annual inventory for partnerships and as a registry for private investments that support the NAIP.

Each country will generate its own CAP-F and deliberate on the pertinent agribusiness investment elements of the country's CAADP investment plan (NAIP), with the flexibility to modify over time according to country aspirations for agricultural transformation and economic development. These CAP-Fs can take the form of follow on Country Cooperation Frameworks/Agreements or as new CAP-Fs. A country may use approaches for engaging the private sector as outlined in their CAADP planning processes or through a national agribusiness strategy as a starting point. The CAP-F concept note and guidelines outline planning steps for how a country may want to proceed in both designing (e.g., stocktaking, assessment of partnership opportunities, engagement and alignment) and implementing (e.g., in-country coordination and communication, mutual accountability, and monitoring and evaluation) a CAP-F[1].

[1] http://nepad.org/content/achieving-prosperity-through-agriculture-africa.

1. INTRODUCTION

The New Alliance for Food Security and Nutrition (NAFSN) was launched in 2012 as a joint initiative between African governments, the private sector, and development partners. The Initiative aims to improve the policy environment, facilitate responsible private investment in the agricultural sector and improve households' poverty status within participating countries. Presently, 10 African countries have joined the New Alliance initiative and agreed to the governing country-specific Cooperation Frameworks. These countries are Burkina Faso, Côte d'Ivoire, Ethiopia, Ghana, Mozambique, Tanzania, Benin, Malawi, Nigeria, and Senegal.

NAFSN represents a response by the global community to efforts by African countries to restore growth to national economies through improved economic governance and renewed development cooperation under the New Partnership for Africa's Development (NEPAD). Activities around the New Alliance deal primarily with the agricultural sector component of NEPAD, that is the Comprehensive Africa Agriculture Development Programme (CAADP). CAADP implementation had already progressed to an advanced level by the time the New Alliance was initiated in 2012. As of March of that year, 35 African countries had officially launched the CAADP process, 30 had signed a CAADP Compact, and 23 had developed and validated a National Agricultural Investment Plan (NAIP). The large number of countries engaged in the CAADP process and committed to the CAADP principles of inclusive agricultural development presented opportunities for scaling up development partnerships around agriculture.

In 2014, Heads of State and Government recommitted to the CAADP goals and principles and extended the scope of CAADP through the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods, a set of expanded goals showing a more targeted approach to achieving the agricultural vision for the continent. Both NEPAD and CAADP embody the principles of African leadership and ownership, alignment of development partners to national priorities, inclusivity of non-state actors, and mutual accountability for actions and results.

CAADP is an improvement on the policies that governed African agriculture in the past (Ochieng, 2007). This was instrumental in raising the profile of agriculture to the center of the development agenda at national, regional, and global levels. Brüntrup (2011) argues that because CAADP is continuously adapting to experiences during implementation and to expectations of stakeholders, it has not suffered the fate of many other African initiatives that have faded away.

During the first generation, NAIPs focused on returns on ‘public’ investments over land, labor, water, infrastructure, and technologies that could augment poverty reduction through agriculture transformation in Africa. As pointed out by Benin (2018), there seems to be a substitution effect between the government’s own funding and external sources of funding for the sector as countries advance in CAADP implementation. De Schutter (2015) contends that African governments alone (public investment combined with official development assistance) cannot suffice to compensate for underinvestment in agriculture since the early 1980s. Hence, it became critical to stimulate private investments in agribusiness by creating enabling policy environments and recombining resources and capabilities of public and private stakeholders along the priority commodity chains. Moreover, the efficient translation of increased investments to socio-economic benefits requires improved trade competitiveness, better access to markets, increased value addition and employment along the value chains, as well as resilience to external shocks.

This is where the partnerships and initiatives under NAFSN come into play. Under NAFSN, African governments, their development partners, the African and global private sector, and civil society and farmer organizations pledged to implement a set of concrete actions and commitments, including policy reforms, multi-year funding commitments, and responsible investments, aimed at establishing an enabling environment for investment and accelerating agriculture-sector growth. These commitments are captured in *New Alliance for Food Security and Nutrition Cooperation Frameworks* for each country. The implementation of Cooperation Frameworks is supported by a package of ‘enabling actions’ aimed at mobilizing capital, improving access to new technology, and managing risk, with a focus on smallholder farmers. Such enabling actions include: i) the establishment of policies that enable the private sector to develop, commercialize, and use improved inputs to increase smallholder productivity and incomes; ii) creation of a secure investment climate for investors by reducing transaction costs and risks; and iii) support for a transparent, inclusive, and evidence-based program formulation process based on quality data and sound evidence that leads to increased investment in agriculture.

The NAFSN Cooperation Frameworks are informed by the various strategies adopted by the country in support of agricultural development, food security and nutrition through National

Agricultural Investment Plans to be developed by each country under the CAADP agenda. They specify policy and regulatory commitments by participating country governments that are needed to ensure successful implementation of their respective NAIPs and achievement of related outcomes. The cooperation frameworks also list financial pledges from participating development partner organizations as well as investment pledges from participating private sector companies, both domestic and foreign, as contributions to country efforts. All stakeholders involved in Cooperation Frameworks are held mutually accountable for their commitments and participate in an annual review process to monitor and track progress.

Private sector participation in NAFSN is facilitated by Grow Africa, an initiative established in 2011 by the African Union, NEPAD, and the World Economic Forum with the goals of increasing private sector agricultural investments and increasing the impact of investment commitments. With the launch of NAFSN in 2012, Grow Africa took on the role of coordinating, supporting and tracking private sector participation in the initiative. Grow Africa provides assistance for firms to develop Letters of Intent (LOIs) under NAFSN; provides firms with capacity strengthening and mutual learning opportunities; links firms with potential partners; and gathers information from participating firms about changes in the business climate as well as the progress of their own investment projects. Aside from helping to encourage private sector engagement in NAFSN, Grow Africa plays a vital role in monitoring the success of the initiative by tracking the progress of private investments planned under NAFSN.

The present report is a synthesis of country level reviews of the performance of NAFSN, five years after its launch. It is informed by case studies carried out in Benin, Burkina Faso, Ghana and Nigeria. The assessment aims to explore what progress has been made in achieving the goals and commitments made by major stakeholders, what constraints remain and what new opportunities may exist to achieve these objectives, and what best practices and lessons can be used by continental bodies like the African Union Commission (AUC) to improve the design of current and future endeavors on the agribusiness agenda, notably the Country Agribusiness Partnerships Framework (CAP-F) initiative.

The report is organized as follows: The data, approach and methodology are discussed in section 2, followed by the synthesis and analysis of country case study findings. Lessons are summarized and recommendations formulated for the new CAP-F initiative in section 4.

2. APPROACH, METHODOLOGY AND DATA

This report is based on a review and analysis of four country-level case studies carried out as part of this assessment. Additional key reports on cross-country comparisons and regional issues in line with NAFSN goals and targets were also consulted. The analysis approaches the assessment of the NAFSN initiative from the angle of a response by the global community to the call from the African Union's New Partnership for Africa's Development (NEPAD) and its CAADP component, in particular, for renewed partnership and cooperation modalities. Both NEPAD and CAADP entail core values and principles such as agriculture-led growth and food security strategies; development partnerships that are centered around and aligned with country owned and led strategies and priorities; greater inclusivity of the private sector and non-state actor stakeholders; as well as shared accountability processes.

NAFSN has to be seen as an attempt to enact a new approach to development cooperation within the above framework. Therefore, any assessment of NAFSN has to also keep in mind what possible alternatives could consist of. The traditional approach of isolated efforts that may or may not be aligned with country priorities, well-coordinated among development partners or inclusive of private sector and civil society, has shown its limit. And in the era of NEPAD and CAADP, there is no question that that model needs to be reformed. The goal of the assessment therefore is not to answer whether NAFSN was a success or a failure but rather what has worked and could be replicated and scaled up, and what are the weaknesses that would need to be remedied under future development and partnership efforts.

NAFSN may be an unprecedented innovation not just in Africa but also in other parts of the developing world. As in the case of most innovations, even its initiators would not have expected a perfect outcome. But they must have hoped for useful lessons to guide future efforts to scale up the most successful elements of the initiative.

The assessment therefore looks at NAFSN from three different angles:

- The extent to which the initiative has adhered to the core NEPAD and CAADP values and principles.

- The degree of achievement of the stated goals and targets and related commitments in the different study countries by the various parties involved.
- The lessons to be learned with respect to success factors and guidance for future efforts to scale up and sustain the gains from the three years of NAFSN implementation.

Lessons from the weaknesses and strengths of the implementation of NAFSN would provide critical guidance to African countries and their organizations, in particular the African Union, as they seek to enhance the quality of an expanded development partnership model that reflects the accountability and inclusivity principles of CAADP.

In terms of data, both primary and secondary data collection methods were employed in all four country case studies to help assess: (1) the progress of implementation of NAFSN on the ground, (2) the extent to which it is increasing responsible investments by the private sector and improving business practices in agriculture, (3) the types of contributions it is making toward specified desired impacts such as increased incomes and food security, (4) the extent to which public and private programs derived from the NAFSN commitments are coordinated with priorities at country level, and (5) how the management and governance of NAFSN activities are operating at country and continental levels. The next paragraphs describe the methods, including data and sources, used to achieve each of the objectives of the assessment[2].

The secondary data collection process involved reviews of the Country Cooperation Frameworks and existing NAFSN progress reports. The desk reviews helped to obtain information on the commitments of the different stakeholders, the degree of fulfillment of these commitments, the factors driving success, and the limitations experienced. In addition, information on firm sizes, assets, business models, location, sources of funding, value chains, contact information, and targets in the Letters of Intent were compiled from online documents. The secondary data collection helped to prepare the initial lists of potential respondents to field surveys and to prepare the data collection instruments.

[2] A common methodology was adapted in the assessment of the New Alliance for Food Security and Nutrition in Benin, Ghana, and Nigeria. The methodology was developed with the country consultants, donors, and project coordinators. The assessment for NAFSN in Burkina Faso, which was done before the other three countries, also employed primary and secondary data sources and a validation workshop to discuss the findings from a provisional version of the report. This workshop was attended by staff from the Ministry of Agriculture, donors, national companies, and NGOs.

The primary data collection included surveys, key informant interviews, and project site visits. The fieldwork was carried out in two stages. In the first stage, an overall survey and assessment was carried out; this involved oral interviews/discussions, and the introduction of the survey and survey instruments to stakeholders. This process served to refine the list of agencies and possible respondents among government agencies and within the different departments. It also helped in the selection of firms which were still actively implementing their LOIs. In addition, this first stage aided in the identification of development partners with ongoing NAFSN-related or associated projects and the identification of farmer-based organizations (FBOs).

Separate survey instruments were developed for government agencies, development partners, the private sector, and farmer beneficiaries. The questionnaires were developed through a participatory approach involving the country consultants, donors, and project coordinators. These stakeholders reviewed the draft questionnaires, as well as the procedure for assigning scores, several times before a final agreement was reached and the instruments were approved.

In the second stage, the identified key persons completed the questionnaires, either via email or through oral interviews in offices and at the project sites. Additional information was obtained through Skype meetings and phone calls when required.

For each country government, key persons and representatives in government agencies and legislative arms responsible for formulating and enacting policies were contacted through emails and office visits and were interviewed using questionnaires about progress on the implementation of policy commitments, factors that have influenced the achievement of expected level of progress, gender issues, and ways to improve NAFSN to better support increased private sector involvement.

The representatives of the key development partners were also identified and interviewed using questionnaires whenever possible. Data collected include the degrees of achievement of each donor's disbursement targets, details about funds disbursed, and constraints hindering disbursement. Questions were also asked about the role of government policy and the private sector in achieving these goals.

For the private sector, the companies to be interviewed were selected to represent the different areas of interest (e.g. crops, livestock, input sectors) and different nodes of the value chains (input supply, production, processing, marketing, and distribution), based on the information generated from the reviews and communications with relevant persons/agencies. These firms were reached through visits, repeated phone calls, and emails. Data were collected regarding the degrees of achievement of companies' set targets, in addition to factors that aided or discouraged the achievement of these goals. Questions were also asked about the role of government policy and the NAFSN initiative in achieving these goals. Companies were also asked about their perception of how farmers and farming households are affected by firms' activities with respect to access to farming inputs and technologies, income, and food security.

Farmers and farm-based organizations that are beneficiaries of projects linked to NAFSN were also interviewed regarding their perceptions about changes in desired outcomes (improved access to inputs, finance, and markets) and improvements in income, food security, and nutrition since NAFSN was implemented in their country.

In general, data collection efforts were hampered by a relatively low response rate, in particular among development partner agencies and private sector companies. This has been an issue across all countries and a major limitation of the case studies.

3. SYNTHESIS AND ANALYSIS OF KEY COUNTRY CASE STUDY FINDINGS[3]

The NAFSN initiative was launched in 2012 in Benin, Burkina Faso, and Ghana; Nigeria joined in 2013. Development partners committed to providing support through the Country Cooperation Frameworks and private companies signed Letters of Intent across the four countries. The current section analyzes the findings presented in the four country case study reports[4] (available in Annexes I to IV), in terms of the progress of implementation, the contribution to investments and related impacts, the quality of alignment with broader initiatives, and the management and governance of NAFSN. It also draws lessons from the country findings in terms of future design and implementation of programs to replicate or scale up the successful elements of the NAFSN initiative. Such lessons would be a useful contribution to a successful roll out of the Country Agribusiness Partnership Framework (CAP-F), a new initiative which will take on the role of

[3] Unless otherwise specified, figures cited in the present report are from the respective country case studies.

[4] The four country reports are: Evaluation de la Nouvelle Alliance pour la Sécurité Alimentaire et la Nutrition au Benin, March 2018; An Assessment of the New Alliance Initiative in Ghana, March 2018; An Assessment of the New Alliance Initiative in Nigeria, March 2018; Bilan de la mise en œuvre de l'Initiative NASAN au Burkina Faso, July 2017.

NAFSN in facilitating private sector agricultural investments. In particular, CAP-F aims to increase private sector investments in support of CAADP National Agricultural Investment Plans by: i) helping to realize enabling policy reforms through engagement with multiple stakeholders, and ii) establishing partnerships to improve the efficiency of agricultural value chains.

The report does not stop at presenting the findings from the country case studies but also uses them to comment on the quality of implementation progress, the significance of achievements, as well as relative weaknesses and strengths of NAFSN. As an attempt to fundamentally adjust the architecture for development partnership and bring it in line with the African agenda in the agricultural sector, the assessment goes beyond just looking at the degree of fulfilment of commitments by diverse stakeholder groups. Equally important is the degree to which qualitative changes are observable in terms of the nature of the partnership and whether potential innovations are supportive of the reforms being pursued under the broader NEPAD agenda and under CAADP in particular. Consequently, the section starts with examining the extent to which NAFSN aligns with the core values and principles of NEPAD and CAADP.

3.1 Quality of Alignment of NAFSN with the values and principles of CAADP

NEPAD was initiated in 2001 as a continent-wide framework for development in Africa as well as for Africa's interactions with the global community. It emphasizes African ownership and leadership of the development agenda on the continent. Development partners were called upon to align their assistance with the priorities of African countries. Evidence is provided in three of the four case study countries of sufficient alignment of development partner commitments and interventions with country priorities as defined in the respective agricultural investment plans.

The alignment with the country compacts and investment plans developed under CAADP is specifically addressed in each Country Cooperation Framework. In Benin, for instance, the country's Strategy for Growth and Poverty Reduction (SCRP) developed for the period 2011-2015 includes the Strategic Plan for Agricultural Sector Recovery (PSRSA) which was developed and adopted in 2011. The Cooperation Framework for Benin is largely based on the PSRSA and the related national agricultural investment plan (NAIP). The Government of Benin and development partners jointly committed to continuing the inclusive PSRSA model of collaboration as part of

NAFSN. The development partners clearly declared their intention to align their financial and technical support in the agricultural sector with the priorities of the PSRSA and its NAIP.

Similarly, in Ghana, development partners committed to aligning their financial and technical support with the priorities of the Medium-Term Agriculture Sector Investment Plan (METASIP). The assessment for Ghana found that the Ghana Commercial Agriculture Project (GCAP), the single largest NAFSN-derived program in Ghana, is in full alignment with national objectives in the area of access to farmland and large-scale land transactions, promotion of irrigation, and linking smallholders to major markets.

In Nigeria, the Cooperation Framework underscores the importance of supporting key priorities under Nigeria's Agricultural Transformation Agenda (ATA), the country framework for CAADP implementation during the duration of NAFSN. The ATA (2011-2015) was launched in 2011 by the Federal Ministry of Agriculture and Rural Development (FMARD) with the goal of increasing agricultural productivity, promoting key commodity value chains, and enhancing Nigeria's competitiveness in global markets with emphasis on engaging women and youth in the agricultural transformation process. The government designated Staple Crop Processing Zones (SCPZs), land areas of high production and potential for providing road and market infrastructure, as entry points for agricultural interventions in the country. Key NAFSN policy commitments in support of ATA included commitments to implement SCPZs including through supporting the legislation for operationalizing the SCPZs.

In Burkina Faso, however, the assessment found that, while commitments by development partners under NAFSN were well aligned with the priorities of the National Rural Sector Programme (PNSR 2011-2015) and the National Food and Nutrition Security Policy (PNSAN), project implementation was less well aligned. The PNSR is the country's national agricultural investment plan and is structured around 13 sub-programs grouped around 5 axes.

In general, the alignment ranges from a simple mapping of existing activities to the initiation of new ones. While the alignment is clearly demonstrated at the planning stage and well documented in the Cooperation Frameworks, there is less evidence that the required coordination during implementation has taken place to the extent desired. This is certainly an area that will require increased attention in the future.

There are indeed several cases which show that it is possible to align implementation activities by different parties for greater impact on the ground. For example, in Ghana, Ecobank Ghana was able to expand access to finance for a variety of value chain actors and exceed its target for loans to agricultural small and medium enterprises through collaborations with other firms, development partners, farmers' organizations, the Grain Council, and the Commodity Exchange. USAID provided capacity building for the bank which enhanced its understanding of the maize, rice, and soybean value chains and facilitated improved investment decisions. Ecobank advanced loans to aggregators and input dealers to finance the activities of farm groups; this increased access to inputs and financed increased productivity and supply consistency. The bank also worked with microfinance institutions to reach smallholder farmers in areas where the company had been unable to operate. Following the launch by the government of the required legal instrument to regulate exchanges, Ecobank, the Grain Council, and the Ghana Commodity Exchange collaborated to establish a warehouse receipt system, in which farmers keep their harvested crops in secure warehouses and obtain inventory receipts in exchange, which can be transferred or sold.

NEPAD's values also include that of participatory decision making and dialogue, with the private sector and other non-state actors playing a role in policymaking. Moreover, NEPAD emphasizes the importance of mutual accountability, a process by which partners hold each other accountable for their commitments. NEPAD established the African Peer Review Mechanism (APRM), Africa's instrument for self-assessment and peer review at the highest political levels. The APRM introduced the concept of governments' responsibility to account at the level of Heads of State and Government for the quality of political and economic governance.

These values and principles are shared by CAADP, NEPAD's program for the agricultural sector. The principles of mutual accountability and inclusive dialogue and policy processes are expressed in the agricultural sector through agricultural joint sector reviews (JSRs) and the continental Biennial Review (BR). A JSR brings together representatives of different stakeholder groups to review developments in the agricultural sector and track the progress of all parties in meeting their commitments. The BR is a continent-wide review of progress in meeting the goals and targets of the 2014 Malabo Declaration. The first BR was launched in January 2018 and assessed progress at the national, regional, and continental levels.

The NEPAD and CAADP accountability principles are reflected in NAFSN's focus on consultation and agreement among different parties around common objectives and targets, both in terms of policies and investments. The NAFSN Cooperation Frameworks are negotiated documents between governments, development partner agencies, private sector firms, and professional organizations, which include specific commitments for each party and shared accountability among all parties.

In addition to governments, development partners, and private sector representatives, civil society organizations and farmers' organizations are members of the NAFSN Leadership Council which has provided overall guidance. Civil society organizations have also been part of efforts to monitor NAFSN's progress and achievements. National validation workshops are held and all parties are invited to attend and to review country NAFSN progress reports. The workshops vary by country, but should, and many do, include a diverse group of participants from civil society and farmers' organizations as well as private sector firms, development partners and government representatives.

The adherence of NAFSN to the principles and values of inclusivity and mutual accountability is well demonstrated in its structure as a series of tripartite agreements and in its regular convening of multi-stakeholder validation workshops to review progress. However, there are several areas of weakness. The first is effective participation of the private sector. The relatively stark separation between activities facilitated by Grow Africa as the platform for private sector entities and the broader NAFSN activities did not facilitate full integration of the private sector in dialogue and review processes. Future efforts will require alternative accountability modalities which recognize the needs and constraints of private sector entities. In other words, tools and procedures will have to be developed that can satisfy both the requirement for true accountability and the need for protection of sensitive commercial business information.

The findings suggest that more can be done to further enhance inclusivity and participation of local communities and organizations. They point to the need to further domesticate the NAFSN initiative and communicate more widely and in a sustained manner about its vision, ambitions and achievements among broader stakeholder groups. In particular, additional efforts will be needed to reach out to local communities and actors who are both main implementers and ultimate beneficiaries.

3.2 Progress on implementation of NAFSN commitments set out in Country Cooperation Frameworks

This section assesses the progress made by governments, development partners, and private sector firms in meeting the commitments included in NAFSN Cooperation Frameworks for Benin, Burkina Faso, Ghana, and Nigeria. Progress was mixed overall, with around one third of governments' policy commitments having been met, and a similar proportion of pledged funding disbursed by major development partners. Progress on private sector investment intentions is harder to track, but many firms have been able to advance their projects and create employment, while others have met obstacles that threatened their investments.

3.2.1 Unequal progress on government policy commitments across countries and policy areas

A total of 96 policy commitments were made by the governments in the four countries to accomplish broad policy objectives that are variously related to land and resource rights, trade and markets, the enabling environment for the private sector, nutrition, policy institutions, resilience and risk management and inputs policy. As of 2016, one third or 34 of the 94 commitments that were to be met by 2016 were fully accomplished. Another 32, at least, have been partially achieved[5]. One of the remaining two commitments that are due in 2018 is on track to be met by Benin.

The Government of Benin defined 24 policy commitments to achieve six broad objectives. According to the 2016 annual progress report for the New Alliance in Benin[6], eight (33 percent) of the 24 commitments were fully met over the period 2013-2016, 14 are partially met, and two will be due in 2018 and at least one is likely to be fully met. The level of achievement is not the same across the six broad areas of objectives. Only two out of the government's eight commitments to promote private investment and environmentally-friendly agricultural entrepreneurship (objective 1) are completed, as is one out of five policy actions to facilitate market access (objective 2). However, all policy commitments to facilitate access and secure use of land (objective 4) and to strengthen the economic empowerment of women in the agricultural and rural

[5] Only the Nigeria and Benin case studies have reported the number of reforms that have been partially achieved. It is to be expected that the other two countries have several commitments in a similar status.

[6] Cadre de Cooperation de la Nouvelle Alliance pour la Securite Alimentaire et la Nutrition: Etat de Mise en œuvre des Engagements par les Acteurs du Benin, Rapport définitif 2015/2016.

sector (objective 5) have been met. Finally, all three policy actions aimed at improving the nutritional status of the population (objective 6) as well as two out of three of the political actions aimed at putting in place appropriate and accessible funding (objective 3) were only partly met.

The Government of Ghana made 15 specific commitments grouped into four areas: commitments on inputs policy, land and resource rights and policy, policy institutions, and enabling environment for investment. The 2016 annual progress report for the New Alliance in Ghana[7] indicates that 53 percent of the 15 commitments have been met while 47 percent were yet to be met. The greatest level of progress was recorded in commitments on inputs policy (83 percent), while the lowest levels (0 percent) were in the areas of enabling private sector investment and land and resource rights and policy. In the area of policy institutions, 75 percent of the commitments have been met.

In the case of Nigeria, the government made 27 specific commitments in 13 policy areas, including seed and fertilizer, agricultural financing, agricultural insurance, nutrition, land titling, staple crop processing zones, commodity exchange, enterprise registration, and power availability. These were further classified into six broad groups: land and resource rights and policy, enabling environment for private sector investment, inputs policy, nutrition, resilience and risk management, and trade and markets. According to the 2016 annual progress report for Nigeria[8], nine out of these 27 policy commitments were fully achieved and completed, and 18 were only partly achieved as of 2016.

Finally, thirty policy commitments were made by the government of Burkina Faso to achieve four objectives: access to inputs, development of irrigated perimeters, improvement of the investment climate, and facilitation of access to land. Based on the 2016 annual progress report[9], the implementation of all policy actions has begun and 10 out of 30 actions were completed. Measures to promote access of vulnerable communities to inputs and to marketing and processing channels of agricultural commodities (measures 1-3) scored first in terms of implementation. The two least advanced measures concern the control of water (measure 4) and the application of the law on rural land (measure 9).

[7] Ghana New Alliance – Grow Africa Report 2015/2016 (draft report), August 2016.
[8] Nigeria New Alliance – Grow Africa Report 2015/2016 (draft report), February 2017.
[9] Burkina Faso New Alliance – Grow Africa Report 2015/2016 (draft report), January 2017.

Under NAFSN, policy commitments are formulated under the leadership of countries and in consultation, not just with development partners, but also with the private sector and civil society organizations. This is an important innovation of the New Alliance which, compared to traditional approaches to policy reforms, has the potential to lead to enhanced legitimacy and local buy in. For example, the Ghana country report notes the private sector's strong commitment to agricultural investments and willingness to be involved in decision-making regarding the agricultural sector; NAFSN improves on previous initiatives by providing the opportunity for the private sector to play a larger role in agricultural policy implementation.

The large number of government policy commitments—an average of two dozen per study country—within the short time horizon of the NAFSN initiative may have been motivated by the need to address multiple constraints to effective government interventions and private sector investment. However, the scale of this undertaking was perhaps too ambitious. In the end, this may have prevented sufficient operational focus as well as challenged country implementation capacities.

Furthermore, policy reforms related to land investments and rights as well as resilience have, in general, made the least progress. These are policy areas with significantly greater complexity and relatively higher and longer-term investment requirements. It is interesting to note that Benin has succeeded in enacting reform commitments related to land policy. This case deserves to be studied further to draw lessons for other countries.

Judging from the distribution of progress across countries and policy areas, it would seem that future efforts would need to adapt the timeline and ambitions of specific reforms to the level of complexity and investment implications, and provide for additional capacity support for activity design and implementation.

The operationalization of CAP-F should aim to find a better balance between ambition and realism when it comes to implementation capacities. More importantly, CAP-F should go beyond narrow private sector concerns to include explicit efforts to enhance policy and program implementation capacities of government and local communities. There are several relevant lessons from the country case study findings in this respect. The consultative approach to identifying policy bottlenecks and required action, alongside the identification of required financial and capacity building support, provided the opportunity to include support for policy implementation more directly in development assistance packages. For example, Japan's assistance to Ghana included capacity strengthening for staff of the Ministry of Food and Agriculture and the Ghana Irrigation Development Authority on rice irrigation management, which enabled staff to manage Ghana's Kpong irrigation system independently.

One thing should be especially encouraging regarding future prospects for further positive policy reforms under CAP-F. The total number of reforms by countries within the limited time covered by the Cooperation Frameworks may look small in view of the large number of declared commitments, but considered cumulatively and in absolute terms, they are significant. When lessons learned from NAFSN are applied, CAP-F should be in a good position to achieve real progress in the future.

3.2.2. Variable rates of achievement of development partner commitments

The development partners that contributed to Country Cooperation Frameworks across the four study countries include Belgium, Canada, the European Union, France, Germany, Japan, the Netherlands, Switzerland, the United Kingdom, and the United States of America. Together, they made important financial commitments in response to policy commitment by governments and investment intentions by private sector operators. Development partners committed a total of 173 million USD to Benin; 606 million USD to Burkina Faso[10]; 574 million USD to Ghana[11]; and 477 million USD to Nigeria. The United States committed the largest total amount, reaching nearly 700 million USD for the four study countries. France, the United Kingdom, Germany, and the European Union each committed between 200 and 300 million USD, while Japan committed 40 million USD. Belgium, Canada, the Netherlands, and Switzerland each committed to one of the four study countries, in amounts ranging from 20 to 70 million USD. Disbursement rates varied widely between countries, from around 30 percent in Benin to around 60 percent in Ghana and Nigeria and over 90 percent in Burkina Faso.

Disbursement rates were taken from the most recent NAFSN progress reports available for each country. In Benin, development partners disbursed a total of about 15 million USD, or 32 percent

[10] The amount in FCFA reported for Burkina was converted to USD using the exchange rate of $1 = 531 FCFA as of April 2018.
[11] The Ghana New Alliance 2016 report states that "approximately 583 million" was committed, but the table of amounts committed report shows 573.9 as the total.

of the amount pledged by France, Germany, Japan and the US.[12] This represents the lowest disbursement rate among the four study countries. The United States disbursed its entire commitment to Benin, and Japan and Germany disbursed slightly more than 90 and 50 percent of their commitments, respectively. France's disbursement rate was six percent, while no reports were available regarding disbursement by the European Union, Belgium, the Netherlands, and Switzerland.

Burkina Faso had the highest disbursement rates as well as the highest absolute amount of funding received, with a total of nearly 560 million USD disbursed, or more than 90 percent of the pledged amount. The United States disbursed all of its commitment to Burkina Faso and the European Union disbursed 90 percent. Disbursement rates for Germany and France were around 70 and 10 percent, respectively. The country study notes that the high level of disbursement results from the fact that the financial commitments were mostly based on ongoing projects, particularly for the United States and the European Union. Japan provided funding totaling over 24 times the pledged amount of less than one million USD, significantly lower than that of the development partners.

Development partners expended 60 percent of their commitments to Ghana, reaching a total of nearly 350 million USD. Japan and Canada exceeded their initial pledges, while Germany and the United States disbursed around half of their commitments. France and the United Kingdom each disbursed slightly more than ten percent of their pledges, while the European Union did not disburse any of its committed funds.

Nigeria's total disbursement rate of 62 percent was similar to Ghana's, with a total amount of funding received of approximatively 300 million USD. Japan and the United Kingdom exceeded their commitments, while the United States, Germany and France reached disbursement rates of 83, 66, and 16 percent, respectively. Again, the European Union did not disburse any of its commitment.

Among the development partners, Japan and Canada had the highest total disbursement rates to the four study countries, with disbursed amounts higher than pledges, but they also had among the lowest commitments. Of the development partners with larger financial commitments, the United

[12] As no data is available on disbursements from the European Union, Belgium, the Netherlands, and Switzerland, this rate is calculated as the total amount disbursed by the remaining four donors as a share of the total commitment of those donors.

Kingdom and United States reached disbursement rates of about 90 percent and 80 percent, respectively. Germany and the European Union disbursed around half of the funds committed, with disbursement rates of 58 and 45 percent, respectively. France expended 14 percent of its total commitments. No data were available regarding disbursement by Belgium, the Netherlands and Switzerland. Development partner assistance was used to fund a wide variety of activities in the study countries, several of which succeeded in producing positive outcomes, as described in Section 3.3 below.

The significant variability in terms of country specific rates of disbursement among development partners, parties to the same Cooperation Frameworks, raises important questions. Are different procedures and modalities the reason for difference disbursement rates, or different appreciations of progress being made by governments against country commitments? Or are differences in the complexity of activities to be funded the explanation? Answers to these questions would provide valuable input for the design and execution of future partnerships.

3.2.3 Mixed progress and incomplete information on private sector investments

A total of more than five billion USD in private sector investment was committed across the four countries, with the large majority (5.1 billion) in Nigeria. Companies committed to investments totaling 170 million, 112 million, and 70 million USD in Ghana, Benin, and Burkina Faso, respectively. A total of 106 companies signed Letters of Intent across the four countries (with 22 in Benin, 21 in Ghana, 40 in Nigeria, and 19 in Burkina Faso[13]).

According to the information gathered by Grow Africa for the four countries, about 30 percent of the planned investments had been made by 2015/2016. For all ten New Alliance countries, the private sector response rate to the Grow Africa survey fell from 56 percent in 2014-2015 to 43 percent in 2015-2016 of all 300 Letters of Intent signed in all ten New Alliance countries (Annex V)[14]. Thus, the total investment levels by all private companies may be underreported. In addition, in some cases investments were planned over a longer time horizon than 2015/2016 and were not yet expected to be made at the time of the report. In some cases, companies that planned investments may no longer be active in the study countries.

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[13] Commitment amounts for Burkina Faso were converted from FCFA to USD, using the exchange rate of 1 USD = 531 FCFA.

[14] New Alliance and Grow Africa Joint Annual Progress Report 2015-2016, Draft Report.

In Benin, 26 Letters of Intent were signed by 22 national and 4 international private sector companies, pledging a total of USD 112 million in investments. Companies reported investments totaling nearly USD 80 million, representing 70 percent of the total pledged. Ten (45 percent) out of the 22 companies submitted progress reports for 2015, compared to 17 companies (77 percent) in 2014. The investments made by the private sector in Benin generally related to the supply of production factors (seeds, equipment, agricultural equipment), the processing / marketing of finished products, and land management.

In Ghana, out of a total of nearly USD 170 million, 61 million, or 37 percent, of pledged investment by the private sector were achieved by 2016. A total of 16 domestic and international companies initially signed investment commitments through Letters of Intent in 2012 but the number of companies had increased to 21 by 2017. In 2015/2016, USD 13 million were invested in cassava, maize, sorghum, and ethanol value chains. Of the seven out of 21 companies (33 percent) that reported on the progress of their commitments in this period, five companies reported performing well ahead of their schedule or on plan, while two companies reported having problems in implementation of their commitments due to challenges in access to capital and the business operating environment.

In Nigeria, 40 investors, 26 domestic and 14 international, issued Letters of Intent in the livestock, orange, rice, soybean, and sugarcane value chains. Based on the 2016 annual progress report for Nigeria, USD 1.4 billion out of a total of around 5 billion in planned investment, or 27 percent, were invested by the private sector by 2015. Among the 22 out of 40 companies that reported progress in 2015, three companies reported completion of their commitments that year with investments in maize and soybean value chains, eleven companies reported performing well or on plan, four companies had minor problems and were behind schedule, and two companies had major problems with potential risk of investment failure due largely to scarcity of foreign exchange for the purchase of equipment.

In Burkina Faso, 19 companies (10 local and 9 international) signed Letters of Intent for investment in 2012. Planned investments totaled 70 million USD, of which 61 million (86 percent) had been realized by 2015. Among the six companies that reported progress in 2015, half of the companies reported performing well or on plan, one company had minor problems and was behind schedule, and two companies had major problems with potential risk of investment failure.

Private sector investments funded a variety of activities across the study countries. In Benin, firms invested in equipment, purchased raw materials from smallholders and women's groups, and increased processing and commercialization of products. Firms in Ghana increased the provision of financial services to farmers and to small and medium agribusiness enterprises, provided agronomic and business skills training to outgrowers, and increased production and productivity of targeted crops. In Nigeria, firms facilitated training which allowed farmers to increase crop yields; initiated outgrower programs for soybeans and oil palm; and constructed new or improved existing processing facilities.

Although many investment targets were met, there are a large number of planned projects that were delayed or unrealized. The reasons are multiple but often share something in common: delays in some commitment areas may result in the absence of complementary infrastructure and services or the persistence of policy and regulatory obstacles that prevent private sector operators from going forward with planned investments. For instance, one firm in Burkina Faso was unable to realize its planned investments in a modern cereal production system due to lack of funds for irrigation pumping, as well as a delay in infrastructure development in the special economic zone in which the company had acquired land. Several firms in Nigeria were delayed in implementing investment plans due to the depreciation of the currency. Other factors outside the NAFSN scope such as political uncertainty surrounding the 2015 change in government in Nigeria or instability in Burkina Faso impact negatively on the environment for private sector investments.

Firms in all study countries expressed some frustration with the slow pace of policy implementation and improvement in the business environment. This is a clear indication that much remains to be done in terms of policy reforms, despite the significant steps that have been accomplished. CAP-F should therefore make the deepening of policy reforms and its effective facilitation a major area of priority. As pointed out earlier, the pace of implementation of policy reforms is not just a matter of commitment but also of operational capacity. Furthermore, the cumulative number of reforms enacted in the short time covered by the Cooperation Frameworks is a good indicator of what is possible under CAP-F.

3.3 Outcomes and impacts of NAFSN interventions across the four study countries

This section reviews the outcomes and impacts of the NAFSN initiative in the four study countries. The measurement of impacts and their attribution to NAFSN present significant challenges. In some cases, impacts are qualitative and pose measurement difficulties, and changes in both qualitative and quantitative indicators are likely to result from multiple factors. The extent to which outcomes can be conclusively attributed to NAFSN is very limited. There should not be any need however to insist on attribution, as NAFSN was envisioned and structured not as a group of distinct stand-alone programs branded "New Alliance," rather as shown here, a partnership model to identify and incentivize an enabling environment for responsible private, and coordinated public, investment in a country's agricultural transformation and economic growth. While this may pose a barrier to assessment by direct attribution, lessons can be usefully drawn from an assessment of probable contribution, given the multitude of actors and factors at play in the development space. Therefore, the report attempts to assess the likely contribution of NAFSN to its key goals in the areas of improving policy environments and increasing agricultural investments in support of development outcomes. Indicators used include the degree of removal of policy and regulatory constraints; the creation of previously missing policies and regulations; increases in agricultural investment, growth and productivity; and employment creation and food security outcomes. In discussing the impact and outcomes under NAFSN, the report first assesses the contribution of the initiative to improvements in the policy environment for investment and growth, one of its main intermediary objectives. This is then followed by an analysis of the contribution to agricultural growth and food security outcomes, the ultimate objectives of NAFSN.

3.3.1 Contribution of NAFSN to improved policy environment for investment and growth

At an overarching level, NAFSN has contributed to strengthening the precedent for the CAADP and NEPAD principles of inclusivity of multiple stakeholders in policymaking. The process of bringing all stakeholders to the table can be expected to allow for a better diagnosis of issues, identification of appropriate solutions, and mobilization of different parties to join forces for more effective solutions. The process of identifying areas for improvement through multi-stakeholder consultation was exemplified in the NAFSN Country Cooperation Frameworks. NAFSN also provided ongoing opportunities for dialogue between different actors. In Nigeria, NAFSN progress report validation workshops assembled diverse stakeholders to review progress on commitments and recommend action. The Ghana country report (Annex III) finds that a major accomplishment of NAFSN was to bring together different parties and to accord the private sector a more important role in decision-making than it had held in previous initiatives. In Benin (Annex I), development partners worked to strengthen dialogue between state and non-state actors in the agricultural sector; in particular, Germany provided capacity strengthening support for the Food and Nutrition Council, an institutional framework integrating all stakeholders for better nutrition sector governance which was responsible for coordinating the NAFSN initiative in the country.

All the above was expected to create the conditions for collective action to enhance the business environment for agricultural investments through the implementation of government and development partner commitments. The extent to which actions and interventions outlined in Country Cooperation Frameworks have helped achieved that objective is examined below.

(a) *<u>Governments have taken action to improve the policy environment for private agricultural investments</u>*

Governments in the four study countries made a variety of policy commitments in areas including input markets, land access, creating a secure environment for investments, and food security and nutrition. Governments showed varying degrees of success in meeting their commitments, but in each of the study countries, several of the pledged reforms were successfully implemented. Actions by the government that contribute to increasing investments were presented in the Ghana report (Annex III), for instance. The establishment of the seed registration system and guidelines for land registration reduce the uncertainty surrounding the procurement and use of land for agricultural purposes. The seed registration system also affords protection for plant breeders and provides a more formal structure for the accreditation and identification of individuals with specific varieties. From a gender perspective, the report also points to a number of policy actions that helped to create an enabling environment for increased investment by women in the agricultural sector. These activities include the prioritization of women in outgrower schemes and increased involvement of the Women in Agricultural Development (WIAD), a technical directorate of the Ministry of Food and Agriculture, in policy strategy development. Ghana has also implemented an investment tracking system to monitor agricultural sector investments, and has completed two waves of its new Ghana Agricultural Production Survey as part of a strategy to strengthen the agricultural statistics system in order to better inform policy design and implementation.

In Nigeria, the government implemented several of its policy commitments in the area of inputs. Inputs policy commitments that were fully achieved include the review and revision of regulations for the implementation of the seed law (Annex IV). In addition, the draft seed policy to complement the law has been produced. According to the respondents, the revised seed act of 2017 is slated for a third and public reading at the House of Representatives. Significant progress was also made in improving transparency and private sector participation in the fertilizer distribution system. Agro-dealers have been registered in a national database to develop the private sector input market, while farmers have been registered to improve the transparency of the Growth Enhancement Scheme (GES). A majority of surveyed farmers and representatives of farmer groups indicated that they had better access to fertilizers and improved seeds since the launch of NAFSN. In addition, a representative of a firm participating in NAFSN, the West African Common Company Ltd (WACOT), stated that favorable government policies were instrumental in allowing the firm to increase its activities. In particular, the government's revival of an export expansion grant helped to boost investments. The Nigerian government made progress in other commitment areas as well; for example, the National Policy on Food and Nutrition, which provides a policy framework for broader fortification coverage, was revised to allow for the extension of bio-fortification and fortification to other staple foods.

In Benin, the government finalized and launched an environmental action plan for the agricultural sector. The Benin New Alliance 2015-2016 progress report found that a much higher proportion of the projects and programs of the Ministry of Agriculture, Livestock and Fisheries incorporated environmental issues in 2016 than in 2014. In addition, all projects that began in 2015 which required an environmental and social impact assessment adhered to that requirement. The government of Benin has also improved the integration of gender in agricultural sector project planning; several projects include gender strategies and gender action plans, which are expected to improve project implementation and monitoring. Staff were appointed to serve as gender focal points at the Ministry's technical directorates and regional centers, posts which had remained unfilled for ten years.

In Burkina Faso, the government has made progress in the development and rehabilitation of irrigated areas and lowlands, although it has not yet achieved its full commitment in this area. Commitments enacted, as discussed in the New Alliance-Grow Africa 2016 report, include the adoption of a targeting system to ensure that input subsidies reach eligible beneficiaries; the greater participation of private sector operators in fertilizer distribution; the implementation of agricultural water users organizations; and the formation of a national agency for metrology standardization and quality, among others.

(b) *Development partners contributed to governments' efforts to improve the policy environment*

In Burkina Faso, France is currently carrying out a project which supports the government's NAFSN commitment to implement its 2009 law on rural land tenure (law 034-2009/AN) (Annex II). The PACOF project (Project to Support Communes in Western Burkina Faso on Land and Natural Resource Management) works to operationalize the law by providing support to establish Rural Land Services and Village Land Commissions as well as local investment funds. The project has enabled farmers' associations to purchase equipment and construct storage facilities, among other outcomes.

In Benin, the Netherlands is assisting the government in implementing its commitment to extend the development of rural land ownership plans to the entire country, which is expected to be achieved by the end of 2018 (Annex I). The Netherlands is providing financial assistance for a pilot project in two communes and working to strengthen the capacity of the National Property and Land Agency, as well as making preparations to put in place ongoing technical support.

In Ghana, NAFSN has contributed to increasing investments in agriculture. As an example, efforts under NAFSN have helped attract an international firm, DuPont Pioneer, to partner with the Ghanaian company AgriServ and Ghanaian research institutions to develop a drought-resistant yellow maize variety that can be used to feed the high and growing demand for maize in the country's poultry industry (Annex III).

(c) *Private sector firms continue to face obstacles to increasing investments*

Despite the progress made by governments and development partners in implementing their commitments, private sector firms still face serious obstacles to investing in the agricultural sector. In interviews carried out under the case studies, firm representatives provided a mixed picture of the extent to which NAFSN itself, or support from other NAFSN stakeholders, had increased their ability to invest in the agricultural sector. Several firms in Ghana and Nigeria attributed their increased investments to more favorable government policies or to assistance from NAFSN through Grow Africa. Firms that have responded to the interviews in Benin and Burkina Faso, on the other hand, reported no major benefit from NAFSN. In the case of Burkina Faso, firms initially expected to receive financial assistance directly from development partners. This misunderstanding and the ensuing disappointment likely played a role in firms' negative perceptions of NAFSN. Here, as in the countries where the private sector reported benefits from NAFSN, it is clear that, despite government action to improve the business environment in the short period covered by the initiative, there are still significant constraints that need to be overcome. This can be seen from the findings of the 2016 assessment of the business climate in agriculture carried out by Grow Africa that are presented in Table 2. According to the assessment, difficulty with access to finance and access to inputs, as well as lack of a skilled workforce, were common constraints across all four countries. These are all areas that deserve greater emphasis under CAP-F.

Table 2. Constraints to Creating an Enabling Environment Identified by the Private Sector

Constraints/Country	Benin	Burkina Faso	Ghana	Nigeria
Access to finance	*	*	*	*
Skilled workforce	*	*	*	*
Access to inputs	*	*	*	*
Access to land/water		*		*
Infrastructure			*	*
Access to power	*			*
Policies and regulations			*	
Availability of inputs				*
Bureaucratic procedures				*
Political Risk / Civil unrest				*
Mechanization				*

Source: Draft NA/GA Joint Annual Progress Report for 2015-2016.

3.3.2 Contribution to agricultural growth and food security outcomes

Ideally, one would like to be able to point out the impact of NAFSN activities in terms of improvements in various indicators such as employment, agricultural productivity, food security, and nutrition. The limited time horizon and magnitude of NAFSN activities excludes the use of macro-level indicators at the national level. Another approach would be in-depth surveys of activities and their impact on the ground. The scope and timeframe of this assessment did not make this possible. Therefore, the case studies used anecdotal evidence based on perceived direction of change in the above variables from interviews with representatives of participating private companies and farmer organizations as well as individual farm households[15].

For instance, in assessing the contribution of NAFSN to desired outcomes in Ghana, representatives of three organizations (GIZ ComCashew, Ecobank Ghana Limited, and Okata Farms and Food Processing) were interviewed regarding the perceived effects on farmers' productivity, access to inputs for production, access to capital and finance, market access, and incomes (Annex III). Generally, it was felt that that all of these indicators had improved from their 2012 levels. Interviews with participating farmer-based organizations also indicated improvements in farmers' access to inputs and markets as well as in food security and general welfare. Although these may be much broader than what can be attributed to NAFSN, there is evidence from the Ghana case study showing positive impacts on the above indicators from NAFSN interventions to improve access to input finance, including micro-loans, and measures enacted to improve the legal and regulatory environment.

Also in Nigeria, the majority of respondents in key informant interviews with farmers and representatives of farmer groups reported that farmer incomes had increased over the NAFSN period (Annex IV). They attributed these outcomes to arrangements that have been put in place by farmer groups to provide collateral and training to farmers. The respondents indicated that they had improved access to inputs (fertilizer and improved seeds) and attributed this to the introduction of the e-wallet and e-government initiatives and of new high yielding crop varieties. All of these

[15] This section relies on the evidence provided in the case study assessments of NAFSN for Benin, Ghana, Nigeria, and Burkina Faso. The section does not provide a uniform narrative across all countries due to differences in the approach used by the evaluators in addressing the question of the contribution of NAFSN to desired impacts.

measures may have been supported by NAFSN but are part of a broader government agenda, which is to be expected and fully in line with the spirit of the initiative.

The Nigeria case study also points to the example of Babban Gona Farmers Services[16], a company that signed four LOIs and fully executed half of them. It reports increased yields among its members and earnings over three times the national average of smallholder farmers. The increase in income is reported to be primarily a result of increases in yields, lower costs, quality inputs, low-interest credit, and better pricing of produce. To the extent that the signing of the LOIs and their execution, even if partial, have contributed to the reported changes, that can be considered a contribution of NAFSN.

In Benin, the Promotion of Agriculture (ProAgri) program is being credited with positive impacts (Annex I). ProAgri is a NAFSN activity by the German Federal Ministry for Economic Cooperation and Development (BMZ) which supports the production and processing of cashew, shea, rice and soybeans. It is reported that at least 110,000 rural households have seen their incomes increase by almost 30 percent in five years[17]. More than 10,000 new jobs have been created in the field of processing and marketing, offering above all new sources of income for women. More than 70,000 cashew farmers have seen their yields increase by almost 80 percent over the past four years.

There are no similar activities reported in Burkina Faso. The country case study (Annex II) uses as a proxy the project Bagrepole[18], a regional growth pole seeking to promote private sector investment but which takes place outside of NAFSN, although four of the 19 firms that have signed an LOI are involved in the project. Arguing that NAFSN follows a similar logic to Bagrepole in terms of private sector investments facilitated by public policies, the case study makes inferences as to potential undesirable impacts on family farming, consumption, food security, and rural poverty.

[16] The Babban Gona Farmers Services Nigeria Limited was created to specifically attract youth to agriculture and away from the looming instability of extremist groups. The services provided by Babban Gona are designed to optimize smallholder farmers' crop yields, production costs, and agricultural output prices, thereby increasing profitability and improving households' food security and livelihoods. The services include (i) training and development; (ii) financial credit; (iii) agro inputs; and (iv) output harvest and marketing support.

[17] https://www.giz.de/en/worldwide/18997.html

[18] The Bagre Growth Pole project aims to contribute to increased economic activity in the project area (around Bagre Dam), leading to increased private investment, job creation, and agricultural production.

The difficulties to measure and attribute impact can be remedied when rigorous evaluation modalities are defined early enough to be embedded in the design and implementation of main activities on the ground. CAP-F can avoid falling into the same situation by developing an effective monitoring and evaluation and learning program to accompany the design and execution of interventions in every country. This is not only critical for adequate guidance of implementation and tracking of implementation progress and outcomes, it also facilitates the identification of success factors and provides useful guidance for replication and scaling up of successful interventions.

3.4 Management and governance of the NAFSN initiative

The assessment of NAFSN in the four countries highlights the need to strengthen the management and governance of the initiative in each country. The findings suggest a decline in the initially strong momentum, leading to the impression that the initiative was no longer active in later years. The failure to maintain momentum also means that opportunities to scale up initially successful interventions or bring about adjustment in areas where progress has lagged can be missed. Indeed, findings from the country case studies indicate a lack of awareness of NAFSN among some of the respondents. Raising the profile and awareness of the initiative requires constant engagement among key stakeholders.

Platforms for dialogue and consultation were created under NAFSN, such as, for instance, the Food and Nutrition Council - Conseil pour l'Alimentation et la Nutrition (CAN) in Benin. It was supposed to serve as a glue and help coordinate action among stakeholder communities. The level of operations and its reach were not significant enough to make a major difference. Similarly, the Burkina Faso case study indicates that a coordination mechanism called the *cadre sectorielle de dialogue* (CSD) combining both the NAFSN and the PNSR Steering Committees was set up to ensure consistency and synergy during implementation. All stakeholders (government, development partners, private sector, and civil society organizations) are represented on the CSD. Here too, the case study finds weaknesses in the level and quality of coordination of action among the various parties. The reported weaknesses in coordination and governance mechanisms have contributed to the gradual erosion of visibility and awareness of the initiative and thereby significantly affected its sustainability over time. They will have to be remedied under future efforts to scale up NAFSN activities. Ideally, the planning, coordination, and accountability mechanisms ought to be mainstreamed and capacitated within country NAIP processes. NAFSN review and dialogue activities should be fully integrated into the country Joint Sector Review and continental Biennial Review processes.

4. LESSONS LEARNED AND RECOMMENDATIONS FOR FUTURE CAP-F ACTIVITIES

The review of both NAFSN and Grow Africa suggests that good policies and strategic support from governments can help Africa's farmers and agribusinesses create a vibrant and efficient food system across Africa. Smallholder farmers can benefit fully from rapidly expanding demand in domestic and global markets. Indeed, rapid urbanization, rising per capita incomes, and modernizing distribution networks are fueling demand in domestic food markets and creating new incentives for smallholder farmers. Linking these farmers with emerging value chains calls for institutional innovations and partnerships for action that have broad reach, both in terms of geography and category of actors.

Drawing from the experience of NAFSN and Grow Africa, AUC and NPCA have launched the CAADP Country Agribusiness Partnership Framework (CAP-F). CAP-F aims to reinforce the linkages between agribusiness value chain players around the CAADP National Agricultural Investment Plans. Lessons from the implementation of Grow Africa and NAFSN can provide useful guidance for CAP-F. The following recommendations have therefore been derived for that purpose.

(a) Policy reform ambitions and implementation capacity

There has been a strong drive under NAFSN to remove many of the policy and regulatory bottlenecks, which has led to a rather large number of reform actions to be enacted in a short period of time. This has in many cases challenged the limited implementation capacity of public institutions. CAP-F should opt for greater gradualism and better sequencing, accompanied with targeted capacity building. This should raise the chance for even more progress.

(b) Additionality and scale

The portfolios of development partner and private sector firms under NAFSN and Grow Africa include a good share of existing programs. Such a mapping exercise is fully normal for a first generation of commitments. Going to scale and achieving ambitious transformation goals, however, calls for additional efforts beyond existing portfolios. The issue here is not just one of commitment levels but also of available implementation capacity. Without enhancing the capacity of governments to design and implement new policies and programs, increased levels of commitments are not certain to lead to commensurately higher levels of achievements or outcomes. It will therefore be important for CAP-F to mobilize incremental resources while investing in raising technical and institutional capacities to deliver on its ambitious transformation agenda.

(c) Integration and synergy

Improved alignment with country strategies and priorities has been one of the stronger features of NAFSN. The benefit of alignment is enhanced when it extends beyond the mere mapping of activities into joint planning and coordinated implementation. Future CAP-F partnership modalities should entail effective mechanisms to coordinate interventions among development partner agencies, on the one hand, and between agencies and governments and other national stakeholders, on the other hand. Such synergy would allow for greater operational effectiveness leading to increased impact and improved outcomes.

(d) Translating country level commitments into local action

NAFSN has global and continental roots and was rolled out primarily at the national level. As a framework for action targeting major structural impediments in the food and agricultural sector, the focus of NAFSN on national level commitments and players has been dictated by practicality. Although the subject of criticism by some who saw in it a lack inclusivity, this appears to be the proper first level of interaction on global and continental initiatives. What was missing were well thought out modalities to translate higher level commitments into local action. Consequently, CAP-F will have to pay sufficient attention to the need to domesticate the initiative and communicate more widely and in a sustained manner, among broader stakeholder groups, about its vision, ambitions, and achievements. In particular, it will need tools and modalities to reach out to and engage local communities and actors who are both main implementers and ultimate beneficiaries of the effort. It should also build on existing successful agribusiness partnerships.

This is primarily an issue of execution capacity on the ground and the quality of sector governance. It will therefore be important that the CAP-F agenda goes beyond narrow private sector concerns to include actions to enhance policy and program implementation capacities of government and local communities, where relevant. In fact, many of the weaknesses cited by private sector operators in the NAFSN case study reports tend to be related to broader areas of sector governance and execution capacities.

(e) Deepening the private sector engagement

The relatively stark separation between Grow Africa and NAFSN components did not facilitate full integration of the private sector. Alternative modalities will be needed under CAP-F which can adequately address the usual commercial concerns of private businesses while ensuring adequate participation in dialogue and accountability activities. In particular, it will be important to find tools and procedures that can satisfy both the requirement for effective accountability and the sensitivities of commercial businesses. The steering structure of CAP-F should be 'light and flexible', independent, and private sector driven.

(f) Embedded M&E and learning

The difficulties to measure and attribute impact that have been experienced under NAFSN can be remedied through the embedding of rigorous evaluation modalities in the design and implementation of main activities on the ground. This should take place early in the planning stage of the key interventions. CAP-F can avoid falling into the same situation affecting NAFSN by developing an effective monitoring and evaluation and learning program to accompany the design and execution of interventions in every country. This is not only critical for adequate guidance of implementation and tracking of implementation progress and outcomes, it also facilitates the identification of success factors and provides useful guidance for replication and scaling up of successful interventions.

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ANNEX I

New Alliance for Food Security and Nutrition: Assessment for Benin

Evaluation of the New Alliance for Food Security and Nutrition in Benin

Final Report

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Executive Summary

The New Alliance for Food Security and Nutrition in Benin (The New Alliance) is a joint initiative between 10 African governments (Burkina Faso, Côte d'Ivoire, Ethiopia, Ghana, Mozambique, and Tanzania since 2012 and Nigeria, Malawi, Benin, and Senegal since 2013), more than 200 private investors, the G8 member states, the African Union, and the New Partnership for Africa's Development (NEPAD). In Benin, the New Alliance focuses on establishing and developing partnerships between various actors in order to improve food and nutrition security and develop 13 agricultural sectors, according to the National Agricultural Investment Plan (NAIP). Through a tripartite alliance, various actors have committed to optimizing the impact of the private sector on the food and nutrition sub-sectors. The G8 members reaffirmed their intention to align financial and technical support with high priority and high impact investments under the NAIP, particularly in areas that are severely affected by food insecurity. The Government of Benin intends to pursue policy goals aimed at further improving the business climate and dialogue with private investors to increase agricultural investments. Finally, private sector representatives have signed Letters of Intent (LOI) stating their intention to invest in the agriculture, food, and nutrition sectors.

The present report assesses the performance of the New Alliance in Benin. It aims to explore what progress has been made in achieving the goals and commitments made by the three major parties involved in the New Alliance, specifically regarding policy actions, financial support, and investments. The report also analyses the outcome of the commitments defined in the Cooperation Framework of the New Alliance and raises questions regarding coordination and governance. Based on the information gathered in a thorough review of New Alliance for Food Security and Nutrition (NAFSN)-related documents and field research conducted to this end, the completion rate of the commitments of the three parties were evaluated.

The results of the evaluation have shown that overall, under the New Alliance, 33 percent of the 24 commitments or policy actions of the Government of Benin were completed between 2013 and 2016. However, it is worth noting that the completion rate for each objective varies considerably. Two out of eight (25 percent) of the Government's objectives aimed at promoting private investments and encouraging environmentally friendly agricultural entrepreneurship (objective 1) have been completed; one out of five objectives to facilitate access to markets (objective 2) has also been completed. Likewise, all of the commitments to facilitate and safeguard access to and use of land and strengthen women's empowerment in the agricultural and rural sector (objectives 4 and 5) have been met. Finally, all of the policy commitments aimed at improving the population's nutritional status (objective 6) and two out of three policy commitments to establish appropriate and accessible funding (objective 3) have been partially met.

At the launch of this initiative, the G8 expressed its intention to support the New Alliance with 173.5 million USD. The overall disbursement rate, taking into consideration four technical and financial partners (Germany, United States of America, France, and Japan), has been 32 percent, which equals 14.6 million USD compared to these countries' original funding intention of 45.7 million USD. The financial partners' rather modest disbursements have leveraged sustainable development projects in connection with the priorities of the NAIP and consistent with the objectives of the New Alliance.

Regarding the private sector, the evaluation shows that financial commitments by private companies have been met to different degrees. In general, investments were related to factors

of production (seeds, equipment, and agricultural materials), processing and marketing of finished products, and land management. Other announced investments have not been made, due to reasons not necessarily related to the performance of the New Alliance. According to most of the private sector operators, expectations regarding accessible funding and an improvement of the business climate have not been met.

Technical and financial partners foster the development of the agricultural sector by financial and technical support through specific projects and programs and also monitor concerted actions meant to strengthen the dialogue between state and non-state actors in the agricultural sector. Those concerted actions led to the establishment of an institutional framework that regrouped all actors involved in the agricultural sector and converged all actions promoting agricultural development. However, the effective operation of this institutional framework remains a challenge. In fact, the National Council for Food and Nutrition (CAN), whose functions include the coordination of the interventions set out in the framework of the New Alliance, has not yet ensured the effective implementation of recommendations drawn up in country-report validation workshops.

1. Introduction

The present report evaluates the performance of the NAFSN at the national level. Launched in Benin 2013, the New Alliance is a joint initiative between 10 African governments (Burkina Faso, Côte d'Ivoire, Ethiopia, Ghana, Mozambique, and Tanzania since 2012 and Nigeria, Malawi, Benin, and Senegal since 2013), more than 200 private investors, the G8 member states, the African Union, and the New Partnership for Africa's Development (NEPAD). This study assesses the commitments to policy actions and investments taken by each partner as set out in the Cooperation Framework of the NAFSN, as well as questions about coordination and governance. The partnership established under the NAFSN aims to help 972,000 people experiencing food and nutrition insecurity (12 percent of households) and 1,048,000 people at risk of food and nutrition insecurity (13 percent of households) to emerge from poverty. To achieve this goal, the Government of Benin has announced 24 key policy commitments under the NAFSN through public-private partnerships to enhance agricultural development.

The main objective of the NAFSN is to promote the development of 13 agricultural sectors: maize, rice, manioc, yam, cotton, pineapple, cashew, palm nut, vegetables, meat, milk, eggs, and fish and shrimp, according to the National Agricultural Investment Plan (NAIP).The G8 summit pledged 173.5 million USD to the NAFSN, and 26 private companies and potential enterprises have also signed Letters of Intent (LOI) to invest in the initiative of the New Alliance. These combined investment commitments come to approximately 378 million USD. The private companies represent the following value chains: poultry farming, fish farming, palm grove, oil, millet, cashew nuts, shea butter, cassava, maize, cotton, pineapple, fruit juice, vegetables, tinned food, and infant cereals.

The findings of three prior country reports show the achievements made by major stakeholders of the New Alliance between 2013 and 2016. The reports highlight the importance of reinforcing the Cooperation Framework of the NAFSN in order to identify constraints to the implementation of the objectives and to reinforce the participation of all stakeholders.

The guiding questions raised in this report are the following:

- What progress has been made in implementing the New Alliance commitments identified in the Country Cooperation Framework?
- How has the New Alliance increased responsible investments, and what have these investments done to improve agricultural business practices in Benin?
- What kind of initiatives does the New Alliance offer to achieve specific anticipated outcomes, such as increased income and food security?
- Is coordination between public and private programs under the New Alliance congruent with governmental priorities?
- In what way does the coordination and governance of the New Alliance contribute to the implementation of commitments in Benin?

The following section presents the methodology adopted for this study. Section 3 presents the assessment of the progress made in implementing the commitments of each stakeholder. Section 4 analyzes the improvement of Benin’s agricultural business climate and the enabling environment for the private sector. Section 5 presents responses to the initiative of the New Alliance. Section 6 analyzes the coherence of the initiative with national priorities. Section 7 analyzes the management and governance of the New Alliance. Section 8 concludes with recommendations.

2. Methodology

2.1 Content analysis

The present report first draws on a content analysis of documents related to conventions and procedures under the New Alliance for Food Security and Nutrition in Benin. These documents include the G8 Cooperation Framework document, as well as the last three country reports indicating the progress that has been made by each stakeholder with respect to the Cooperation Framework of the NAFSN from 2013-2016. Other documents, such as the National Agricultural Investment Plan (NAIP) of Benin and reports from the private sector, have also been analysed.

The content analysis has facilitated the assessment of the progress made regarding the commitments of each stakeholder. It was also useful to select a list of potential respondents, to conduct field research, and to establish data-gathering methods. The content analysis revealed that some specific information about investors – i.e. assets, sales, employment, segments of their primary value chain, and funding - is not publicly available.

2.2 Preparation and coordination of data-gathering

The field research was initially based on two phases. The first phase covered the conception of a basic questionnaire designed for all stakeholders involved in the initiative of the New Alliance for Food Security and Nutrition in Benin. (See Tables A1 and A2 in the Annex). Those stakeholders are (1) representatives of the private sector (22 national and four international private sector) that signed letters of intent by which they plan to invest in the sectors of agriculture, food, and nutrition in Benin, (2) representatives of the government (10 ministries), and (3) representatives of eight financial and technical partner countries. The basic survey aimed to confirm the information gathered during phase one and to add missing information to design a more specific survey in order to create exhaustive evaluation and questioning material for data collection and field research in phase two. The basic survey also aimed to reveal a sample of a few stakeholders in order to identify a potential sample of individual/ communal beneficiaries to interview in phase two. Table 1 represents phase 1 as initially planned for the field research.

Table 1: Summary of the first step of the data collection

Stakeholders	Respondents/ Potential respondents	Main topics of the questionnaire	Operation mode
Government	Representatives of 10 ministries	• Progress made in the implementation of the commitments • Targeted actors/ beneficiaries • Reasons for delayed success • Relation to other stakeholders	• Handover of the questionnaire to be filled out with follow-up • On-site inquiry (face-to-face)
Financial and technical partner	8 representatives	• Disbursement conditions • Other supportive action initiated in Benin • Issues encountered with the disbursement • Relation to other stakeholders	• Handover of the questionnaire to be filled out with follow-up • On-site inquiry (face-to-face)
Investors	Representatives of 22 national and 4 international private sector companies	• Profile and features • Management and organizational structure • Value chain • Target/ beneficiaries/ location • Progress made in implementation of the commitments, outcome • Relation to other stakeholders	• Handover of the survey to be filled out with follow-up • On-site inquiry (face-to-face)

The second phase of this field research consisted of designing a more detailed and specific questionnaire based on the outcome of the first survey. This data-gathering method was conceived to find answers to the guiding questions that required further investigation. The second survey only relied on a few investors in order to understand key factors and mechanisms. The selection of this sample of investors would depend on the data collected through the first-round survey, i.e. characteristics such as size, location, the segment of the value chain, and the type of crops relevant for the country. For example, according to Grow Africa[1], cashew plays an essential role in Benin's exports; the demand for this product, as well as the investment opportunities in this sector, have increased rapidly in the last few years. The Government of Benin has also prioritized fish production because the amount of domestic fish consumption represents more than twice the amount of domestic fish production. Rice is also an important basic food in Benin and plays a key role in regional trade. Finally, shea butter is another essential industry sector, specifically offering employment opportunities for women within the value chain.

Potential beneficiaries were selected by taking into account information regarding their provided services and the relationship between the beneficiaries and the stakeholders (particularly the Government and the investors). Regarding investors' commitments, the last progress report in 2016 showed that operations under the NAFSN have been beneficial for smallholders. Furthermore, that report found evidence of the creation of numerous jobs, particularly for women. The 2016 report also revealed that production contracts and services and products in connection with inputs form the primary approaches by which smallholders are impacted by the New Alliance initiative.

[1] https://www.growafrica.com/countries/benin The Grow Africa Partnership was founded jointly by the African Union (AU), The New Partnership for Africa\'s Development (NEPAD), and the World Economic Forum in 2011. Grow Africa works to increase private sector investment in agriculture and accelerate the execution and impact of investment commitments. In its supporting role for NAFSN, Grow Africa raises funds from the private sector and assists companies that have signed letters of intent of investment (LoI). Those investment perspectives are overseen every year by Grow Africa in terms of progress and impact on farmers' employment and income.

Table 2 represents the second phase of the data-gathering in the field research as it was initially designed.

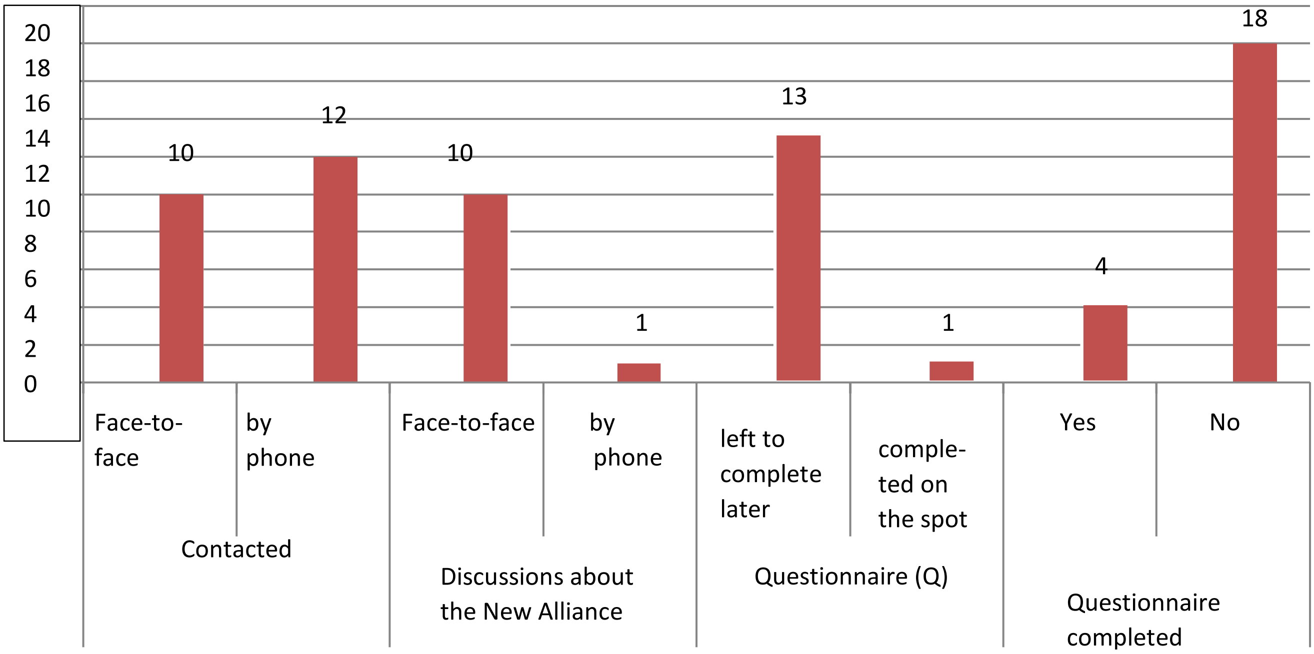
Table 2: Resuming phase 2 of the data-gathering as initially planned

Potential respondents/ sample	Selection criteria	Main aspects of the survey	Survey
Representatives of less than 10 ministries	• Answers from phase 1	• Issues raised in the guiding questions	• Face-to-face interviews
Representatives of less than 8 partners	• Answers from phase 1	• Issues raised in the guiding questions	• Face-to-face interviews
Representatives of less than 24 private companies	• Similarities • Value chain • Location • Problems in connection with the fulfilment of the Letter of Intent • Answers from phase 1	• Issues raised in the guiding questions	• Face-to-face interviews
Other respondents (beneficiaries, local communities, farmers, the national entity coordinating NAFSN in Benin, experts from Grow Africa, ReSAKSS, SUN)	• Location • Relations to investors and government • Crops • Value chain • Answers from phase 1 • Prior reports	• All questions raised in the terms of reference	• Focus group • Interviews with key informants

2.3 The outcome of the data-gathering in the field study

It is important to note that, as in prior reports, this field study was hampered by factors such as time frames and, in particular, the reluctance of some respondents to provide information. This led to a very low response rate (see figure 1).

Figure 1: Investors' response rate



Twenty-two national investors were contacted, discussions regarding the initiative of the New Alliance have been started with 11 of these (50 percent). Only four of the investors (18 percent) participated in the questionnaire. Overall, companies are more inclined to talk about the New Alliance than to fill out a survey. In addition, the responses obtained from the questionnaires were incomplete. Technical and financial partners showed similar conduct. Out of the eight partners that were contacted, four accepted an interview and only one completed the survey (see Table A3 in the Annex). In general, although we have met with the National Council for Food and Nutrition, which operates as the intermediate coordinator for the NAFSN in Benin, the data-gathering among the stakeholders did not go as planned. Those circumstances must be considered when examining the results of the present report.

3. Progress on the implementation of the commitments under the New Alliance

This section focuses on the objectives defined under the NAFSN in Benin and evaluates whether the anticipated outcome was achieved. We will first describe the commitments and then we will analyse progress on the implementation of the commitments for each stakeholder in the NAFSN.

3.1 Government commitments

In the Cooperation Framework to support the New Alliance for Food Security and Nutrition (NAFSN), the Government of Benin defined six broad objectives and 24 policy commitments or other enabling actions to achieve the objectives within a specific timeline. We evaluated the progress made on the implementation of the commitments until 2016. For the evaluation, we relied on information provided in prior progress reports as well as on documentation from the Ministry of Agriculture, Livestock and Fishery, the governmental intermediary for NAFSN matters. Table 3 represents the progress made on the 24 policy commitments or enabling actions initially set out in the Cooperation Framework in regard to the initial timeline. In accordance with the evaluation of the ongoing implementation of the commitments in previous country reports, we have established a score ranging from 1 to 3, 1 meaning no progress has been made and 3 meaning the implementation is completed.

Table 3: Progress made in the implementation of government commitments with regard to the timeline

	Progress update (24 policy actions) from 2015-2016			
Initially planned timeline	No progress	Some progress	Completed	Total
2013-2016		2		2
2013-2018		1		1
Dec 2013		5	3	8
Dec 2014		4	3	7
Dec 2015	1			1
Dec 2018			1	1
June 2014		1	1	2
Oct. 2015		2		2
Total	1	15	8	24
%	4	63		

Source: Based on the data of the country reports 2013-2014/ 2014-2015/ 2015-2016

Table 3 shows that the timelines of 22 government commitments have already expired in 2016. However, by 2016, seven commitments had been completed and 14 had shown some progress. Two of the government commitments run on a timeline expiring in 2018: E14 (*Extend the development of total land ownership plans to cover the entire country*) and E4 (*Develop irrigation schemes that are pre-adapted to climate change and to speculation*). The commitment E14 will likely be completed by the end of 2018. The field research showed that the Government of Benin received the support of the Netherlands, one of financial partners from the NAFSN for this commitment. An interview revealed that

> *Netherland providing financial assistance for a pilot project of encouraging rural land ownership in 2 communes in Kouffo where the application of the amended land ownership Act (loi sur le foncier) was enforced. This project contributes to strengthening the capacity of the National Agency of land ownership. Another important initiative is in preparation with the financial support of the Embassy of the Netherlands and with the technical support of Kadaster International.*

The commitment E4 also has a timeline for 2018 but progress on this commitment did not exceed expectations. It is unlikely that the commitment to adapt 52,000 ha to a new irrigation scheme will be met by the end of 2018. According to the country report from 2016, only 6,598.2 ha (12.6 percent) have been adapted so far, but transformations for more areas have begun. One project under this commitment is the development of agricultural infrastructure in the Ouémé Valley (PAIA_VO), which currently involves 15 communes in three departments (Atlantique, Ouémé and Zou) and will reach its expiration date term in 2020.[2]

Overall, the Government of Benin took initiatives to accomplish the 24 commitments and policy actions in the timeframe of 2013-2016, but the six objectives set out in the Cooperation Framework of the New Alliance have not been achieved (Table 4).

[2] http://paia-vo.org/

Table 4: Progress of the Government commitments according to the six defined objectives

Objective	Progress of the Government commitments (24 policy actions) in 2015-2016			Number of policy actions (24)
	No progress	Some progress	Completed	
1. Encourage environmentally friendly private investment and agricultural entrepreneurship	0	6	2	8
2. Facilitate access to markets	0	4	1	5
3. Put in place appropriate and accessible funding	1	2	0	3
4. Facilitate and safeguard access to and use of land	0	0	2	2
5. Strengthen women's empowerment in the agricultural and rural sectors	0	0	3	3
6. Improve the population's nutritional status	0	3	0	3
Total	1	15	8	24

Source: Based on the data of the country reports 2013-2014/ 2014-2015/ 2015-2016

Overall, the objectives to develop the agricultural sector, as shown during the preparation of the PSRSA/NAIP, have not been followed by concrete actions. The allocation of resources from national and external budgets approved by the technical and financial partners for the funding of the PSRSA (Strategic Plan to Revive the Agricultural Sector) resulted in only a low financial outcome. Of the 1,531.05 billion CFA francs initially intended to be invested in the agricultural sector for the period 2011-2015, only 742.31 billion CFA francs were actually invested by the Government and the private sector as of December 31, 2015. This represents a financial implementation rate of 48.5 percent.

3.2 Financial commitments of development partners

Table 5 shows the original funding intention of the technical and financial partners, as well as the timeline and the percentage of the disbursed amount against the prorated amount until 2016. The development partners had announced initially and after adjustment to disburse a total of 173.5 million USD in the period 2013-2018. According to Table 5, only the United States of America has disbursed the total amount of initial intended funding (2 million USD) in 2015-2016. For the same timeline, Germany had disbursed half of the originally intended 18.6 million EUR, whereas Japan nearly met its original intention by disbursing 92 percent of the initial funding amount of 2 million USD. Compared to the original funding intention of 7.5 million EUR, France's financial disbursement rate remained very low (6 percent) for 2015-2016. For lack of required information, four of the development partners - EU, Belgium, the Netherlands, and Switzerland - could not be included in the results regarding the investment disbursement rates.

Table 5: Disbursement commitments of donors (in million $ US)

Partner	Original total funding intention		Adjusted funding intention		Disbursement	% disbursed vs. prorated amount
	Amount	Timeline	Amount	Timeline	2015-2016	
Germany	18.6	2013-2016	18.6	2013-2016	9.4	50.53
U.S.A.	2	2013-2014	2	2013-2014	2	100
France	7.5	2013-2015	23.1	2013-2018	1.37	5.93
Japan	0		2	2013-2016	1.83	91.5
European Union	19.5	2013-2016	19.5	2013-2016	NA	
Belgium	20.7	2013-2015	51.9	2013-2017	NA	
Netherlands	7.7	2013-2015	21.6	2013-2017	NA	
Switzerland	1.8	2013-2016	34.8	2013-2017	NA	
Total	77.8	2013-2016	173.5	2013-2018	14.6	31.94

Note: NA: Not available.
Source: Author based on country reports 2013-2014/2014-2015/2015-2016.

Data on disbursements of those four financial partners in prior country reports was unavailable and the collected and updated data on the execution of their funding intentions during the field research was inconclusive. By taking into consideration only the available data of the four other partners (Germany, USA, France and Japan), the global financial disbursement rate is 32 percent, which represents 14.6 million USD against 45.7 million USD until 2015-2016.

In the Cooperation Framework document of the NAFSN, the intended budget of the financial partners is not linked to any specific projects or programs. The Cooperation Framework states on page 3 that:

> *"The G8 member states, in line with commitments made in L'Aquila, reaffirm their intention to align their financial and technical support in the agricultural sector with: (1) the priorities of the PSRSA[3] and its NAIP[4], as the national implementation framework of the*

[3] Strategic Plan to Revive the Agricultural Sector
[4] National Agricultural Investment Plan

Comprehensive Africa Agriculture Development Programme (CAADP), and (2) the PSDAN[5] and its Results-based National Programme for Food and Nutrition (PANAR)".

Certainly, some of the programs financed by the development partners (Table 6) are directly linked to priority interests of the NAIP, PSRSA, and PSDAN regarding objectives 1 and 6 of the Government, as set out in the Cooperation Framework (see Table 4).

Table 6: Selected examples of enabling actions in the agricultural sector initiated by technical and financial partners

Financial Partner	Program	Objective	Timeline
Germany	Food security and resilience	Supporting the framework of the SUN initiative (scaling up nutrition)	2015-2019
	Adaptation of Agriculture to climate change (PACC)	Adaptation of agriculture to climate change through sustainable management of natural resources in vulnerable areas (Nord Benin)	2014-2019
	Promotion of Agriculture (proagri)	Promotion of the production and processing sectors of cashew, shea, rice and soya	2011-2017
France	Promoting the development of private sector actors	Enhance the capacities of professional organisations, small enterprises and several productive sub-sectors	2014-2019
Belgium	Operational support for the development of agriculture (PROFI)	Enable smallholders and rural enterprises to enter productive value chains, respecting environmental and sanitary regulations	2015-2020
Switzerland	Supporting rural development sector (Wusua Dabu) - pasder	Support the sustainable increase of the productivity of smallholders, farmers and pastoralist through the promotion of the agri-food sector (maize, rice, dairy, meat)	2015-2019

Source : Website GIZ, AFD, ENABEL, SUISSE COOPERATION.

In addition to the information regarding the disbursement rate for the NAFSN (see Table A4 in the Annex), the technical and financial partners have also submitted synthesis progress reports regarding the implementation of their programs in the country for the period 2015-2016. An analysis of the self-assessment of their activities shows that they have undertaken activities in the fields of agriculture and food security by targeting the private sector,

[5] Strategic Plan for Food and Nutrition Development

smallholders, and a few beneficiaries. In the case of the USA, USAID offered institutional support to private sector companies participating in the New Alliance. USAID established guaranty-funds to support the restructuring of these companies as an Economic Interest Group (EIG) in order to facilitate access to financing (Country Report Benin 2014-2015). As stated in Table A4 in the Annex, "*the companies have formed an Economic Interest Group (EIG)*". Furthermore, the European Union leveraged several actions in the agricultural sector, specifically regarding the improvement of control mechanisms for sanitary and phytosanitary measures in Benin's food industry. The Netherlands worked on similar projects (see Table A5 in the Annex).

The development partners contribute to sustainable agriculture by financial and technical support in sector-related project and programs, as well as by concerted actions designed to strengthen the dialogue between state and non-state parties. Those actions led to the establishment of an institutional framework that includes all actors in the agricultural sector in order to ensure more efficient coordination. The National Council for Food and Nutrition (CAN), launched in 2011, is the lead actor in the Cooperation Framework of the nutrition and food sector. Between 2011 and 2015, the CAN established a central leadership with a decentralized organization aimed to help coordinate action among stakeholders and to provide a platform for dialogue and consultation. The creation of the CAN makes clear the importance of agri-business in the food and nutrition sector.

3.3 Private sector commitments

In Benin, 22 national private companies and four international companies have signed Letters of Intent (LOI) (see Table A1 in the Annex). The Cooperation Framework to support the NAFSN outlined a total funding intention of 111.8 billion USD from all participating companies. Table A6 in the Annex shows the investment plans for some of these private companies, as described in their LOI, as well as the progress made in the period 2013-2016, according to prior country reports. Some investment commitments have been met partially or completely. In general, the investments relate to the supply of production factors (seed, equipment, and agricultural equipment), the processing/ marketing of finished products, and land management.

According to the country reports, 78.6 million USD have been disbursed until 2015-2016. Although this amount is more than two-thirds of the initially intended investment, for several reasons, it is difficult to draw a global conclusion from this information regarding the commitments that have been made.

First, only ten out of 22 companies have submitted progress reports. If each company had submitted their progress report, we could determine whether the total amount invested until 2015-2016 is higher than the reported amount.

Second, interviews and observations carried out during the field research provided information regarding the particular cases of some companies (i.e. ICA GIE with SODECO S.A.). There have been cases in which production has stopped (i.e. SOTRACOM) or slowed down (Pépite d'Or, SHB Huileries, Agro Espace). According to these companies, these challenges were due to the very particular situation of the cotton industry in Benin and to a lack of funding.

Third, there appears to be a misunderstanding between private sector expectation of the NAFSN initiative and the objectives of the NAFSN. The private sector is unanimous regarding whether the NAFSN has improved the business climate in order to increase investments. One of the statements during the interviews sums up the general feeling of the private sector about this matter: "*The New Alliance has not helped us until now*". During our field investigation, we also talked to the president of the consortium of 22 national private companies, who confirmed this general opinion about the NAFSN's performance. This opinion may be related to the rather limited progress made in the implementation of the policy commitments to improve the business climate. It could also be due to the moderate execution rate for the intended investments from the development partners. Another explanation could be that actors from the private sector do not necessarily know that the programs they were involved in are in fact initiatives deriving from the NAFSN.

4. Improvement of the Business Climate in the Agricultural Sector & Business-Enabling Environment for the Private Sector

One of the objectives of the NAFSN is to improve food and nutrition security through increased private sector investments and improved business practices in the agricultural sector. To this end, France focused on training programs for formal private sector companies and informal business associations, promoting agricultural investments, land security, and the general establishment of training centers. Germany took actions in order to improve the performance of the agricultural sector, including environmental and climate change issues, in order to reduce poverty. Japan also supported themes including the promotion of the agribusiness sector as part of the market economy, gender equality, and income diversification in rural areas. By showing companies how to structure and organize themselves throughout Benin's agribusiness sector, the United States contributed to strengthening the capacity of the private sector to engage effectively in a dialog with policymakers in order to improve the business climate; specific support was provided to private sector companies that have signed the LOI.

An assessment of the agriculture business climate, monitored by Grow Africa and published in the last country report in 2016, shows that the private sector still faces a range of constraints, such as:

- lack of access to affordable financing;
- scarce and expensive electricity;
- lack of skilled workforce, and
- lack of organization of smallholder producers into groups to reduce the transaction costs to access agricultural inputs

However, it is difficult to draw certain conclusions at a countrywide level, considering that the results of Grow Africa's report are based on a limited sample of participants. Due to the small number of companies that participated in the survey this year, it is also hard to make a precise statement about the impact of policy and regulations introduced under the NAFSN to improve the agribusiness climate and to create an enabling environment for the private sector. For a better assessment of the business climate in the agricultural sector in Benin, we have added the rankings of the World Bank's *Enabling the Business of Agriculture* (EBA)[6] to this report.

[6] http://eba.worldbank.org/.

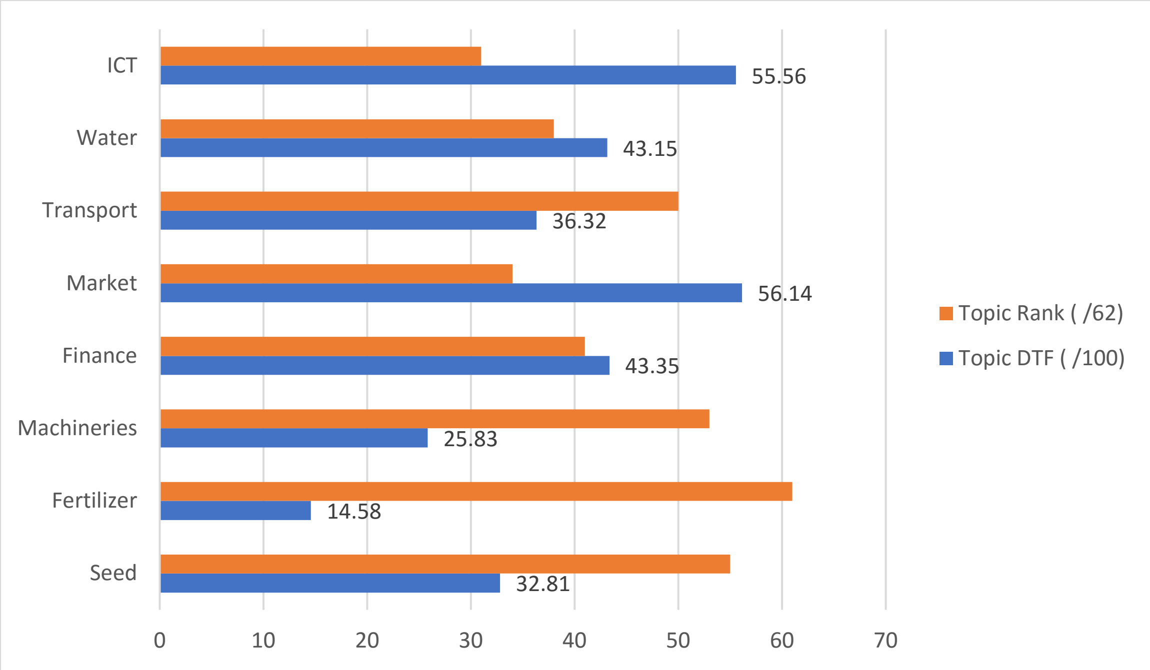


Figure 2: Indicators[7] on the improvement of the business climate in the agricultural sector in Benin, 2017

The rankings of the two EBA indicators published in 2017 for Benin are presented in Figure 2. The distance to the frontier (DTF) shows that more effort needs to be made, especially with regard to agricultural inputs (seeds, fertilizers, and agricultural machinery), transport, water, and finance (in order of importance). Thus, given that the Government's commitments in terms of objectives 1 and 2 have not been substantially implemented (see Table 4), we can deduce that the policies and regulations promoted by NAFSN have not yet succeeded in creating the enabling environment needed to encourage responsible investment and improve business practices in agriculture.

5. Results obtained under the New Alliance

According to prior country reports, depending on their distinct attributes, some private sector entities have established a very good relationship with farmers and loan workers, especially with women (See Table 7). However, evidence of the contributions of the NAFSN with regard to employment in agriculture shows that improvements in household income and food security and nutrition have been rather limited. The only available data, which come from the last

[7] Since 2013, *Enabling the Business of Agriculture* (EBA) has collected data on laws and regulations that impact the enabling business environment for agriculture. The methodology used by Enabling the Business of Agriculture builds on the Doing Business methodology and quantifies regulatory practices and legal barriers that affect the business of agriculture. The EBA 2017 provides quantitative indicators on regulation for seed, fertilizer, machinery, finance, markets, transport, information and communication technology (ICT), and water. EBA 2017 determines 2 indicators, the first one is the distance to the frontier (DTF) which produces a summarized measure for quality and efficiency in regulations for the agricultural environment. [The DTF score measures the distance of each country to the frontier, which represents the best performance observed in each indicator, at a scale from 0 to 100, representing the worst performance to the frontier. The second indicator is the ranking among the 62 participating countries regarding their performance on the EBA topics. (Source: http://eba.worldbank.org)

country report in 2016, indicate that the actions of the New Alliance impacted 161,337 smallholder farmers and that 1,861 jobs (67 percent of which went to women) were created in 2015-2016. The report also showed that production contracts (more than 7,000) and agricultural input-related services and products (more than 4,500) formed the main channel through which NAFSN investments had an impact on smallholder farmers.

In alignment with NAFSN priorities, technical and financial partners have initiated programs (see Table 6) that have had a strong positive impact on the food security and nutrition sector. For instance, the "Promotion of Agriculture in Benin" (ProAgri) program commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) aimed to promote production and processing in the cashew, shea, rice, and soya sectors from 2011-2017. The processing and marketing of agricultural products is monitored in cooperation with farmers' associations. Training programs on improved growing processes, harvest methods and processing techniques are provided to support this program. Through this program, at least 110,000 rural households have increased their income by almost 30 percent in five years. More than 10,000 jobs have been created in processing and marketing, generating new sources of income primarily for women. More than 70,000 cashew nut farmers increased their yields by almost 80 percent over the last four years. The income of the riverside population in Pendjari National Park has increased by an average of 25 percent. The tourism sector has also generated a rise in income of up to 60 percent for some households. With the help of the local population to preserve the biosphere site in the Pendjari National park, the site became one of the best-maintained conservation areas in West Africa.

Table 7: Examples of the impact made by actions under NAFSN in relation to private sector companies

Private sector companies	Impact of the company's actions
2. Agro Espace	10 jobs created - 6 women Training for the employees on hygiene standards and production Delivery contracts for agricultural inputs with 10 smallholder farmers (20-40 km radius)
3. Antemana	20 permanent jobs created – 100% women 30 seasonal jobs – 100% women Training for 500 women out of 3000 (selection process, etc.) 3 of 100 women's groups received new equipment 300 t (shea) + 800 t (soya/maize) bought from the women association every year
5. CANNA-JP	10 permanent jobs created - 50% women 720,000kg bought from 200 trained women smallholders
8. Ferme Adjehoda	28 jobs created – 40% women
9. Fondation Tonon	17 jobs created – 2 women
10. Fludor S.A.	200 permanent jobs created - 0 women 500 seasonal jobs created 5,000 smallholder producers were offered technical support such as: 15 saving accounts 100 loans training programs (5,000)
13. Nad & Co. Industry	600 t of cashew bought from smallholders producers, reaching 5,000 smallholders among them 100 hold a production contract 70 permanent and 50 seasonal jobs created – 90 women training of 50 trainers, reaching out to 3500 smallholder producers
14. Orabank Benin	establishment of a country-wide network that created 4 full-time jobs at the bank – 1 woman
15. Pépite d'Or	100 t of raw material bought from smallholders 6 jobs created – 4 women
19. SWCM S.A.	100 jobs created – 33% women
22. Les Fruits Tillou	3 jobs created – 0 women 220 smallholder producers reached: 2 production contracts training for 135 of them

Source: Based on the data from country reports 2013-2014/2014-2015/2015-2016

Table 8 shows that other than the global hunger index which slightly increased between the evaluated time periods, the agriculture and food security sector has improved. In fact, the average rate for public expenditure to agriculture rose from 4.3 percent in the period 2006-2011 to 25.5 percent for the period 2012-2016; the percentage of undernourished children dropped from 39.1 percent to 37.2 percent, the rate for undernourishment for the population decreased from 13.1 percent to 9.0 percent. Overall, the agricultural sector has recovered with a positive average growth for the 2012-2016 period.

Table 8: Indicators of the agriculture and food security sector

	2006-2011	2012-2016
Variation in public expenditure for agricultural sector (%)	4.30	25.5
Undernourished children (%)	39.1	37.2
Agricultural growth (%)	-0.9	0.3
Undernourished population (%)	13.1	8.9
Global hunger index	41.9	45.3

Source: Author based on data from ReSAKSS (www.resakss.org)

The inaugural Biennial Review Report of the Commission on the Implementation of Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods published in 2018, shows that Benin is one of 20 countries that is reported to be on track: **Benin (4.3), Botswana (4.4), Burundi (4.7), Burkina Faso (4.2), Cape Verde (4.6), Ethiopia (5.3), Kenya (4.8), Malawi (4.9), Mali (5.6), Mauritania (4.8), Mauritius (5.0), Morocco (5.5), Mozambique (4.1), Namibia (4.1), Rwanda (6.1), Seychelles (4.0), South Africa (4.1), Swaziland (4.0), Togo (4.9), and Uganda (4.5).**

Regarding the renewed commitment to achieve annual growth of 6 percent of agricultural GDP, Benin is among the 18 countries that reported an increase in agricultural GDP by at least 6 percent in 2016. It is also one of 34 countries that is on track to achieve an outcome that is higher than the minimum requirement for the trade facilitation index (TFI). Furthermore, Benin is on track for the establishment of inclusive institutionalized mechanisms for mutual accountability and peer review. Figure 3 illustrates in detail how Benin has scored in the implementation of the Malabo commitments.

Benin scores **4.3** /10 and is ***on track*** *in implementing the Malabo declaration of on Agriculture transformation in Africa*

Highlights of the 5 key areas of strong performance of the country:				
86%	29.9%	4.5%	38 out of 100	83%
for CAADP process completion.	increase of agricultural value added per arable land.	Prevalence of wasting among children under 5 years old.	As trade facilitation index (TFI).	For inclusive institutionalized mechanisms for mutual accountability and peer review
Highlights of the 5 key areas that require the country's attention:				
9.3%	6.8%	17%	3.3%	0.17%
of public agriculture expenditure as a share of total public expenditure.	of men and women engaged in agriculture having access to financial services.	of farmers having access to agriculture advisory services.	of rural women have access to productive assets in agriculture (empowered).	of agriculture land is under sustainable land management practices.

Recommendations

- Benin Government should enhance farmers' access to financial as well as agricultural advisory services in order to increase investment in the agricultural sector.
- The country should formulate and implement policies and practices to empower and enhance women participation in agri-business
- The country should also increase the area under sustainable land management practices to strengthen resilience to climate related risks.

2017 Country Score Card for implementing Malabo Declaration

Name of the Country: Benin

Malabo Commitment Areas (T)					Commitment Categories (C)				
No.	Item	T-score out of 10	Minimum for 2017	T-progress	No.	Item	C-score out of 10	Minimum for 2017	C-progress
1.	**Re-committing to CAADP Process**	**8.18**	**3.33**	**On track**	PC 1.1	Completing National CAADP Process	**8.57**	**3.33**	**On track**
					PC 1.2	Establishing CAADP based Cooperation, Partnership & Alliance	**7.88**	**3.33**	**On track**
					PC 1.3	Establishing CAADP based Policy & Institutional Review/ Setting/ Support	**8.08**	**3.33**	**On track**
2.	**Enhancing Investment Finance in Agriculture**	**2.96**	**6.67**	**Not on track**	PC 2.1	Public Expenditures in Agriculture	**5.24**	**10.00**	**Not on track**
					PC 2.2	Domestic Private Sector Investment in Agriculture, Agribusiness, Agro-Ind.	-	-	**0.0**
					PC 2.3	Foreign Private Sector Investment in Agriculture, Agribusiness, Agro-Ind.	-	-	**0.0**
					PC 2.4	Enhancing access to finance	**0.68**	**3.33**	**Not on track**
3.	**Ending Hunger by 2025**	**3.09**	**3.71**	**Not on track**	PC 3.1	Access to Agriculture inputs and technologies	**2.79**	**5.53**	**Not on track**
					PC 3.2	Doubling agricultural Productivity	**2.16**	**1.00**	**On track**
					PC 3.3	Reduction of Post-Harvest Loss	**0.00**	**1.00**	**Not on track**
					PC 3.4	Strengthening Social Protection	**8.81**	**10.00**	**Not on track**
					PC 3.5	Improving Food security and Nutrition	**1.67**	**1.00**	**On track**
4.	**Halving Poverty through Agriculture by 2025**	**1.19**	**2.06**	**Not on track**	PC 4.1	Sustaining Agricultural GDP for Poverty Reduction	**3.12**	**3.25**	**Not on track**
					PC 4.2	Establishing Inclusive PPPs for commodity value chains	**0.00**	**1.00**	**Not on track**
					PC 4.3	Creating job for Youth in agricultural value chains	**0.00**	**1.00**	**Not on track**
					PC 4.4	Women participation in Agri-business	**1.64**	**3.00**	**Not on track**
5.	**Boosting Intra-African Trade in Agriculture Commodities**	**3.51**	**1.00**	**On track**	PC 5.1	Tripling Intra-African Trade for agriculture commodities and services	**0.15**	**1.00**	**Not on track**
					PC 5.2	Establishing Intra-African Trade Policies and institutional conditions	**6.88**	**1.00**	**On track**
16.	**Enhancing Resilience to**	**3.35**	**6.00**		PC 6.1	Ensuring Resilience to climate related risks	**0.03**	**2.00**	**Not on track**

	Climate Variability			**Not on track**	PC 6.2	Investment in resilience building	**6.67**	**10.00**	**Not on track**
7.	**Mutual Accountability for Actions and Results**	**7.98**	**4.78**	**On track**	PC 7.1	Increasing country capacity for evidence based planning, impl. and M&E	**6.18**	**1.00**	**On track**
					PC 7.2	Fostering Peer Review and Mutual Accountability	**8.33**	**3.33**	**On track**
					PC 7.3	Conducting a Biennial Agriculture Review Process	**9.43**	**10.00**	**Not on track**
Overall Country Score			**4.32**		**Overall Progress**			**On track**	
The 2017 Benchmark is			**3.94**		*which is the minimum overall SCORE for a country to be on track in 2017.*				

Figure 3: Progress on implementation of Malabo commitments.

Source: African Union Commission (2018): http://www.nepad.org/fr/resource/rapport. inaugural.dexamen-biennal-de-la-commission-de-lunion-africaine-sur-mise-en-ouevre

6. Alignment of NAFSN Initiatives and Coordination with National Priorities

The Growth Strategy for Poverty Reduction (SCRP) was developed for the period 2011-2015 by the Government of Benin and lays out strategic priorities for accelerating economic growth to improve people's quality of life. One of the priority growth areas is the development and diversification of the agricultural sector, targeted with a view to ensuring food and nutrition security. In this context, the Strategic Plan to Revive the Agricultural Sector (PSRSA) was established and adopted in 2011 through a participatory process. This involved the full range of actors from the food and nutrition sub-sectors who are committed to "*make Benin a dynamic agricultural power that is competitive, respects the environment, creates wealth and meets the economic and social development needs of the people by 2015"*. In the food and nutrition sector, reforms carried out in 2007 led to the creation of the Strategic Plan for Food and Nutrition Development (PSDAN) and its Result-Based National Programme for Food and Nutrition (PANAR). One of the fundamental guiding principles for the implementation of the PSRSA is the establishment of public-private partnerships for agricultural development. Accordingly, a National Agricultural Investment Plan (NAIP) was created. This plan identifies and aims to promote 13 priority agricultural sectors (maize, rice, manioc, yam, cotton, pineapple, cashew, palm nut, vegetables, meat, milk, eggs, and fish and shrimp) by taking into consideration the added value chains.

Overall, the objectives of the New Alliance are congruent with Benin's priorities and orientations. In fact, the objectives included in the Cooperation Framework are based for the most part on the PSRA/ PSDAN/ NAIP. The document mentions that:

> *The New Alliance for Food Security and Nutrition represents the commitment of the Government of Benin and the G8 member states to work together towards this model of inclusive collaboration in order to increase private investment in the agricultural sector, encourage innovation, deliver sustainable food security and nutrition outcomes, create wealth and end hunger.*

In addition, the parties involved in the New Alliance have mutually committed to promoting the PSRSA/ PSDAN. The member States of the G8 confirmed that they would align their financial and technical support for the agricultural sector with: (1) the priorities of the PSRSA, including the NAIP, the national policy framework for the implementation of the Comprehensive Africa Agriculture Development Programme (CAADP) and (2) the PSDAN, including the Result-Based National Programme for Food and Nutrition (PANAR).

Since 2002, Benin has been part of the Comprehensive Africa Agriculture Development Programme (CAADP), which was launched in 2003 as a continental vision for agricultural development in Africa. The elaboration process of Benin's investment program, specifically financial and technical aspects, is supported by ECOWAS. The investment program is based on the PSRSA and aims to align national-level government policies, strategies, and programs with the principles and objectives of the CAADP. This partnership shows that the PSRSA and the NAFSN embody principles that align with those identified in regional, national, and continental reference documents.

Despite the alignment of the Government objectives defined in the Cooperation Framework of the NAFSN with the national strategies in the PSRSA, efforts have to be made regarding the increased production of targeted crops as stated in the NAIP.[8] For instance, by comparing the production level in 2015 to the production level in 2008, the performance evaluation of the priority sectors shows that the production level varies by sector (RB/MAEP): (1) sectors for which the production level has increased and PSRSA objectives are achieved: cashew and vegetables; (2) sectors for which production has increased but did not reach the target level of the PSRSA: pineapple, rice, yam, maize and cotton; (3) sectors for which the production has decreased compared to 2008: cassava, and palm oil. These results, among others, show that significant efforts must be made to improve the performance of the sectors for which targets have not been reached, particularly for cassava, which plays a key role in the food security of the Beninese populations.

It is in this perspective, among others, that the new NAFSIP (National Agriculture and Food Security Investment Plan) which is a second-generation NAIP is defined. According to RB/MAEP (2017, p13), the NAFSIP is a framework for the organisation and strategic coordination for a sustainable agricultural sector and food and nutrition security. It takes into account the needs and the accomplishments to close the financial gap in order to achieve a successful investment in and performance of the sector over a period of 5 years (2017-2021). The NAFSIP rallies all ongoing and upcoming projects and programs in the sector (state and private sector initiatives) considering national resources, funding of the financial and technical partners as well as the contributions of the private sector and civil society.

7. Coordination and Governance of the NAFSN

The National Council for Food and Nutrition (CAN) has been assigned to coordinate and monitor all consultation framework interventions of the NAFSN in Benin. The German Cooperation has supported the CAN with the development of a monitoring and evaluation system for the NAFSN and a capacity-building program for its staff members. According to the 2014-2015 country report, the German Cooperation funded a study to evaluate the CAN’s general performance, which led to the establishment of modalities for accountability and reporting for the monitoring and evaluation system, as well as the organization of workshops to include a diverse group of participants from civil society, farmers’ organizations, private sector firms, development partners, and government representatives. All participants were expected to report relevant information regarding progress, ongoing matters, and encountered constraints on a regular basis. Ultimately, this system was intended to provide transparent and readily available information for all involved parties, as well as the opportunity to share concerns and challenges, to prepare annual reports, and to constantly improve the coordination of NAFSN initiatives.

The analysis of the three prior country reports, as well as observations during the field-research, showed that the implementation of the monitoring and evaluation system remains difficult. First, while validation workshops of the annual NAFSN country reports did take place, they did not receive full participation from the different group of actors. This could indicate a lack, or a progressive decline, of interest taken in the NAFSN. For example, only five out of 26 private sector companies participated in the last workshop for the validation of the country report in August 2016. No data is available on the number of participating development partners (Grow Africa, annual progress report 2015-2016, p 74).

[8] The increased production of targeted crops as stated in the NAIP is one of the strategic indicators determined in the Cooperation Framework of Benin.

Second, the reluctance of stakeholders to communicate information during the field research provides another indication of decreasing enthusiasm for the NAFSN, as well as inefficient coordination and governance of the NAFSN in Benin. This appears to be especially true for the private sector. According to Grow Africa (which monitored the assessment of the private sector under the NAFSN for the country reports for 2014-2015 and 2016-2017), the response rate from the private sector for the survey dropped from 44 percent in 2015 to under 20 percent in 2016-2017. In an interview, the head of monitoring and evaluation at Grow Africa explained the declining participation of the private sector in the New Alliance:

> *Over the years, the private sector has displayed a decreasing level of interest in all NAFSN related interventions, because certain expectations have not been met. By signing the letters of intent, some companies anticipated political changes, financial resources, which did not entirely come through. Other companies, simply changed their business targets and could hence not be part of the New Alliance network anymore.*

Third, when compared to the 2015 workshop, the recommendations made during the validation workshop in 2016 showed that there remain weaknesses in the coordination and governance of the New Alliance that need to be remedied (see Table A6 in the Annex). For example, the country report for 2014-2015 recommended (1) the reinforcement of the Government's capacity to coordinate and monitor implementation, (2) the active participation of all stakeholders in the review process, and (3) the revision of the Cooperation Framework. The same recommendations for improved coordination of the NAFSN and a better business climate in which to enable the development of the private sector were listed in the country report for 2015-2016. This repetition clearly demonstrates weaknesses in the operationalization of CAN's governance mechanisms.

8. Conclusion: Lessons Learned and Recommendations

The present report assesses the performance of all actors involved in the New Alliance for Food Security and Nutrition (NAFSN) in Benin. We have evaluated the commitments made regarding political implications and investments for each partner, as set out in the Cooperation Framework to support the NAFSN, as well as the efficiency of implementation and issues of coordination and governance. Our research is based on the information extracted from the Cooperation Framework document and the three prior country reports on the progress made by each stakeholder from 2013 to 2016. In addition, we conducted field research targeting each stakeholder. This evaluation makes clear that the NAFSN initiative has had mixed outcomes.

- The technical and financial partners have initiated a series of projects in accordance with NAFSN objectives. These include a program for food security and resilience (Germany), a program to promote small enterprises and several productive sub-sectors (France), a program to enable smallholders to enter productive value chains, particularly focusing on environmental and sanitary standards (Belgium), and a program to promote sustainable development and productivity of smallholder producers in agriculture and pastoralism through the promotion of the agri-food sector (Switzerland).

- The CAN failed to ensure its role as coordinator of NAFSN initiatives, which hampered the operationalization of the NAFSN. The main reasons given by the stakeholders during field research are weaknesses in coordination and governance, as well as an inconclusive interpretation of the Cooperation Framework. The CAN had limited capacity to enforce stakeholders' application of the monitoring and evaluation system or implementation of the recommendation formulated during the country report validation workshops. Furthermore, each stakeholder addressed the objectives listed in the Cooperation Framework individually rather than relating them to any other objective. Without any connection between the objectives, the framework lacks a global approach, which made it difficult to monitor and evaluate adequately the overall progress made under the NAFSN.

Overall, the issues regarding the coordination and the review process were emphasized in each of the three country reports, leading us to conclude that these challenges were never addressed. In interviews with the private sector during field research, companies suggested the complete revision of the Cooperation Framework document and recommended the specification of what is expected from each actor in the initiative. Promoting private investment forms a key element in the NAFSN strategy; therefore it is essential to clarify for the private sector why their participation is necessary and how it will affect the overall outcome. In addition, it is crucial to describe in detail the operation mechanisms of the Cooperation Framework in order to ensure consistent and concerted actions supported by a monitoring process and documentation of the progress and coordination of actors in each sector.

Other suggestions made by stakeholders had already been included in prior country reports and are listed in table A7. The close monitoring and implementation of the recommendations expressed by the participants are indispensable for the achievement of the NAFSN objectives. The following table shows the pending recommendations indicated in the NAFSN's national country report validation workshop in Benin.

Table 9: Recommendations from the national validation workshop of country reports

Workshop 2015	Workshop 2016
Efficiently implement the review process document with the support of GIZ	Align the review process of the NAFSN with the NAIP
Take actions for coordination among the stakeholders under the NAFSN in Benin	Set up a monitoring mechanism for more transparency in the FTP-actions to evaluate: (1) the actions of the G8 FTPs directly or indirectly affecting the private companies involved in NAFSN and (2) any other action under the NAFSN
Issue guarantee funds to banks to facilitate access to agriculture credits	Working on the issue of the decreasing interest in the NAFSN by the private sector
Pre-validation of the NAFSN report prior to the validation for the next years	Update the Cooperation Framework to support the NAFSN
Create a team for specific matters	Set up regular meetings among the NAFSN actors to evaluate the progress made in the implementation of the commitments prior to the validation workshop
Operationalize a consultation framework of NAFSN actors	Establish a link between the implementation of the commitments and the indicators for achieving the desired level of food and nutrition security
Ensure that the public administrations (7 ministries + the ministry of public health) produce their inclusive and their participatory progress reports and pre-validates them prior to country-level validation	
Set up a dialogue between the FTP, private sector and public sector through CAN, other than paper reports	
Revise the reports for several stakeholders	
Ensure more involvement from each party for every step of the initiatives, taking into consideration their tasks and responsibilities	
Operationalize the commitments of the stakeholders to facilitate the monitoring	

Source : Authors, country reports 2014-2015 and 2015-2016.

Progress to be strengthened and expanded

Based on the reports, the evaluation has shown that two-thirds of pledged commitments from the private sector have been completed. Because of the under-reporting of the achievements, however, the total amount of investments could actually be more than the amount reported if all companies had submitted their progress reports.

In Benin, the TFPs have actively committed to strengthen the dialogue between state and non-state actors of the agricultural sector. Those efforts have led to the creation of the Council for Food and Nutrition (CAN), an institutional framework integrating all stakeholders for better nutrition sector governance. The CAN is responsible for coordinating the NAFSN initiative in the country.

It is worth noting that efficient support has been provided in the agricultural processing and marketing sectors, for instance by reinforcing farmer's associations. It is reported that at least 110,000 rural households have seen their incomes increase by almost 30 percent in five years. In addition, more than 10,000 new jobs have been created in the field of processing and marketing, offering new sources of income, particularly for women.

Regarding the increased production of targeted crops, the following sectors have successfully achieved better productivity: cashew, vegetable, pineapple, rice, yam, maize, and cotton.

Shortcomings to be approached with additional effort

The creation of an institutional framework such as the Council for Food and Nutrition (CAN) is laudable, yet efforts to ensure the efficient operation of this body are required. Future efforts would call for enhanced institutional and operational capacities for the CAN, enabling it to become an effective catalyst in this sector.

In order to achieve the objectives of the New Alliance, development partners must be encouraged to meet their financial commitments. Until now, only the United States has disbursed the total amount of its initial funding intention of 2 million USD.

Regarding the allocation of funds, the Government of Benin's intention to prioritize the agricultural sector has only been partially realized. In fact, from national funding and external funding mobilized by donors to finance the PSRSA, only a small part of the resources has been allocated to the agricultural sector. The Government must be advised regarding the execution of its commitments under the NAFSN.

Furthermore, no real progress has been made in the implantation of objectives 1 and 2 of the Country Cooperation Framework. The consequence has been a delay in creating an enabling environment for accelerated responsible private sector investments and the improvement of business practices in the agricultural sector.

Certainly, there has been a slight increase in the production performance of some sectors, but in other sectors (such as yam and palm oil), production has decreased since 2008. Additional efforts must be made to improve the performance of the sectors for which the target has not been reached.

Annexes

Table A1: Representatives of 22 national and 4 international private sector companies (no. 23 to 26)

Name of the company	Main field of activity	Location	Sales scope
1. Agrisatch Benin	Production poultry meat & eggs	Capital	National, regional, overseas
2. Agro Espace	Brewery fruit juice	Capital	National and regional
3. Antemana	Production of shea butter	Ndali	National, overseas
4. Benin Emballages	Production & selling plastic packaging for use in the food industry	Capital	National
5. CANNA-JP	Selling health-food products & information service on related health-food issues	Capital	National, regional, overseas
6. ETD	Promoting entrepreneurship in agriculture	Capital	National and regional
7. ETS Ferme Gbèmawonmédé	Growing selected oil palms & producing palm oil & palm kernel oil	NA	National
8. Ferme Adjehoda	Production of vegetable crops	Grand-Popo	National
9. Fondation Tonon	Production and sale of alevins and rearing units	Capital	National
10. Fludor S.A.	Production & sale of cottonseed oil and pellets, extracted from cotton seeds	NA	National and regional
11. Tunde Holding S.A.	Printing, publishing, vehicle, sales, farming, services	Capital	National and regional
12. ICA GIE	Buying and ginning of seed cotton, as well as export and sale of cotton products	Capital	National, regional, overseas
13. Nad & Co. Industry	Collecting and Processing Cashew Nuts & Shea Kernel	Tchaourou	National
14. Orabank Benin	Personal and business banking services.	Capital	National, regional, overseas
15. Pépite d’Or	Manufacture nutritional products, Food Processing, Nutrition, Health and Business Service	Capital	National

16. Royal Fish	Produce and distribute catfish and tilapia, support & training for fish farming start-ups	NA	National
17. SODECO S.A.	Cotton ginning & processing & marketing of cotton products	Capital	National
18. SOTRACOM	Production of mineral water processing and bottling; milk & dairy product; juice & natural drink	Capital	National and regional
19. SWCM S.A.	Food processing & manufacturing	Capital	National, regional, overseas
20. SWCM AGRO Trading S.A.R.L.	Food processing & manufacturing	Tchaourou	National, regional, overseas
21. SHB Huileries	Buying & ginning of seed cotton, as well as the export and sale of cotton products	Bohicon	National
22. Les Fruits Tillou	Growing pineapples, exporting the Sweet Cayenne and Sugarloaf pineapple varieties	Capital	National, regional, overseas
23. African Cashew Initiative (ACI)	Increase competitiveness of African cashew smallholders, processors and other actors	Ghana	National, regional, overseas
24. Competitive African Cotton Initiative (COMPACI)	Provide financing to extend the work of the Cotton made in Africa initiative	Germany	National, regional, overseas
25. Swiss Reinsurance Company	Micro-insurance solutions to agricultural risks	Swiss	National, regional, overseas
26. Global Shea Alliance - Benin	Promotes industry sustainability, quality , and demand for shea in food and cosmetics	Ghana	National, regional, overseas

Table A2: Representatives of the Government of Benin and the partner countries

Government (10 Ministries)	Financial and technical partners
1.Ministry of Economy and Finance (MEF) [*Ministère de l'Economie et des Finance*]	1. Germany
2. Ministry for Agriculture, Livestock and Fishery (MAEP) [*Ministère de l'agriculture, de l'élevage et de la pêche*]	2. United States
3. Ministry of Industry, Commerce and Handicrafts (MICPME) [*Ministère de l'Industrie, du Commerce et de l'Artisanat*]	3. France
4. Ministry of Energy, Petroleum Resources and Mining (MERP) [*Ministère de l'Energie, des ressources Pétrolières et de l'Exploitation minière*]	4. Japan
5. Ministry of Mines, Water and Sustainable Energy (MEDER) [*Ministère des Mines, de l'Eau et des Energies Renouvelable*]	5. European Union
6. Ministry of Public Health (MS) [*Ministère de la Santé*]	6. Belgium
7. Ministry of Digital Economy and Communication (MENC) [*Ministère de l'économie numérique et de la communication*]	7. Netherlands
8. Ministry of Public Works and Transportation (MTPT) [*Ministère des Travaux Public et des Transports*]	8. Switzerland
9. Ministry of Informatic Communication Technologies and Communication [*Ministère de la Communication des Technologies de l'Information et de la Communication*]	
10. Ministry of Employment, Public Service and Social Affairs (MTFPAS) (*Ministère du travail, de la Fonction Publique et des Affaires Sociales*)	

Table A3: Response rate from the technical and financial partners

Partner Country	Responses	Comments
Germany	Referred us to GIZ	GIZ engaged in a discussion, but did not complete the survey
United States	No response	
France	No response	
Japan	Yes, on-site discussion	Did not complete the survey: says not to be aware of the NAFSN / identical to JICA
European Union	Yes, on-site discussion	Did not complete the survey: says not to be aware of the NAFSN (except for the validation workshop) but difficult to distinguish between impact of NAFSN and EU interventions
Belgium	No response	
Netherlands	Yes, on-site discussion	Survey completed: says to have limited knowledge about NAFSN
Switzerland	No response	

Table A4: Qualitative report of the development partners of The New Alliance for Food Security and Nutrition in Benin on their implementation of programs

Countries	Results
Germany	Made good progress, the approach on several levels has worked well. Results: 1) Increase of the added agricultural value (cashew nut, rice, shea, soya beans) with higher social and environmental standards; 2) Successful implementation of a durable management system in the biosphere reserve Pendjari; 3) Improvement of the climate change adaption thanks to the durable management of natural resources in the north of Benin.
United States	Initiated a process to support LOI companies and the Government of Benin for a better communication with and involvement in each other. Helped convening and encouraging private sector companies to join CIPB, an association of companies. The private sector has been organized in an "economic interest grouping (*groupement d'intérêt économique (GIE*))" where the majority is part of the CIPB or has demanded to become a member of CIPB. Assisted the conception of a 12-month action plan, which is structured around four main axes: 1) Successful integration (integration) of the private sector companies within CIPB; 2) Alignment of the companies' LOI with the objectives and the missions of CIPB; 3) Development of a partnership with the government and the donators as part of The New Alliance; and 4) Determination and implementation of a promotion program for agribusinesses. Benin profits also from the regional actions of the USAID's West Africa Regional Mission, located in Accra, Ghana, including the West Africa trade centre (*Centre pour le commerce de l'Afrique de l'Ouest*) that endeavours to solve business problems in the region.
France	France's support contributes to an improvement of the training offer in response to the needs of companies in the formal and informal sector; promoting the agricultural investments in the department; assuring land security; departmental support statistics; manager capacity reinforcement in the Songhai centres and promoting new agricultural training centres.
Japan	Japan has helped Benin to advance agribusinesses oriented to the market for small farmers for the purpose of expanding the distribution of products, diversifying the income sources, improving the nutritional well-being and furthering gender equality in rural communities. Several formations in service training have been executed in the fields of planting technique, in particular NERICA, disease prevention, the application of phosphate fertilizers, the empowerment of women and the youth and varieties of upland rice have been adapted to the sub-Saharan environment (CARD-CAAD

	initiative). A training in maternal and child health has also been dispensed in 29 health centres in the Atlantic coast region in order to help mothers understand nutritional education thanks to 5S-KAIZEN, including instructions and a quality access to the health service.
European Union	The actions aim at improving the sanitary and phytosanitary control system of the agri-business products in Benin, on corporate level as well as on institutional level, reinforcing the public-private dialogue, developing the work of the private sector through promotion of specific value chains and training activities as well as the improvement of the access to funding of micro, small and medium-sized enterprises thanks to meso-funding.

Source: NAFSN Country Report Bénin, 2015-2016.

Table A5: Actions of the Dutch Embassy connected with the framework action of the Government

Framework policy action defined in the Cooperation Framework of the New Alliance	Actions of the Embassy
E9: Draw up and action a joint public-private program to implement the “Processing” and “Access to market” components of the NAIP	The Embassy finances the program “Local Government Approach to the Agricultural Market in Benin” (French abbreviation: ACMA: 2014-2017) that has created the local consultation framework (French abbreviation: CCC) and the consultation framework between local councils (in French: Cadres de Concertation Intercommunal (CCIC)) grouping together public actors (local authorities, decentralized state services in the agricultural field), business actors and private actors (agricultural businesses built up around value chains for maize, palm oil, gari, pepper, fish, soya beans, groundnuts) of the municipalities of the departments of Ouémé, Plateau and Zou. The distribution and sale of these agricultural products constitutes an important objective of this program. The transformation is developed on the agricultural value chain’s level: palm oil, gari, and fish. On the Embassy’s level, the objectives compared to the implementation of the components “Transformation” and “Market access” are well met.
E12: Strengthen the information system on markets, flows and prices of agricultural products	The implementation of the program “Local Government Approach to the Agricultural Market in Benin” has a constituent called “Information System for the Market” that aims at giving information on available prices and quantities for actors to make taking appropriate decisions easier for them. For the moment, the information on quantities is not taken into account by the system which is not functional until 2016.
E13: Develop transport and communications infrastructure	The Embassy finances the support program in the sub-sector of rural transport (in French: Programme d’Appui au sous-Secteur de Transport Rural), phase II 2014-2017, aiming at building/developing 1,500 km of rural tracks and the current maintenance of 18,000 km of rural tracks.
E17: Extend the development of rural land ownership plans to cover the entire country	The Embassy finances the implementation of the support project for the local land (in French: Projet d’appui au Foncier Local), which tries out the application of the new land law at scale of 2 municipalities of Couffo. The aforesaid project contributes to the capacity reinforcement of the National Agency Estate and Land. A more substantial support is in preparation within in the confines of another action financed by the Dutch Embassy with technical assistance of Kadaster International.
E20: Improve how gender is addressed when designing, implementing monitoring and evaluating projects/ programs and activities in the agricultural sector	All aspects of gender issues are taken into account for the conception and the steady evaluation of all the projects/programs of the Embassy in the agricultural sector.

Source: Survey completed by the Embassy during our field research

Table A6: Progress on the implementation of the private sector commitments under the NAFSN

Investors	Goals	Progress update for 2013-2016
2. Agro Espace	1. purchase processing equipment 2. expanding the production building and construction of a warehouse 3. purchasing a delivery truck 4. training and assistance for 2000 farmers 5. signing a production contract for raw material provision	1. machines, small equipment 2. government funding with support of the company 3. delivery van 4. employee training on hygiene regulations and production 5. yes, signed with 10 smallholders (20-40 km radius)
3. Antemana	1. purchase equipment for shea butter processing 2. purchase a delivery vehicle for the product pick-ups 3. building stockage infrastructure 4. reinforcing the capacities of women groups regarding the quality process 5. marketing of the Antemana brand on a local, regional and international level 6. reinforcing the production performance by purchasing equipment 7. provide adequate equipment for partner groups 8. collection and marketing of shea butter	1. lack of funding 2. three-wheeler purchased 3. construction of a warehouse in N'Dali 4- Training for 500 women of 3000 (selection process, etc.) 5. promoted brand in the Label boutique Benin, in pharmacies, in hair saloons (2013), Ghana, Côte d'Ivoire, Niger, Togo, South Africa are introduced to the product 6. not purchased 7. 3 of 100 women's groups received new equipment 8. 300 t (shea) + 800 t (soya/maize) bought from women group every year
8. Ferme Adjehoda	1. purchasing 300 hectares 2. 1000 additional cattle 3. purchase fishery equipment and various material 4. create 200 jobs	1. 800 hectares purchase, upgrading of the land in planning 2. 350 additional cattle 3. no equipment due to lack of funding 4. 28 jobs created – 40% women
9. Fondation Tonon	1. produce 1000 t of fish for sales as of 2014 and food products 2. purchase floating cages (350) and transportation vehicles 3. breeding of 4,200,000 alevins 4. creating 100 fishmonger groups 5. implantation of an irrigation system 6. innovation not mentioned in the LOI	1. 2000 t produced 2. 270 cages purchased 3. in progress 4. exceeded 5. not yet 6. purchase of a new site around a lake – youth facility – launch in November 2014 – 1000 jobs for young workers on the site

12. ICA GIE	1. implantation of a cotton seed processing and delinting plant 2. processing of 120,000 t of cotton seeds 3. research centre for cotton seed diversity improvement 4. provide cotton farmers with 10,000 t of seeds per season 5. training programs and instructions for 85,000 cotton farmers	Not initiated due to the current circumstances of the cotton sector in Benin
13- Nad & Co. Industry	1.industrial equipment 2. transportation equipment –11million CFA francs 3. buildings –105.2 million CFA francs 4. processing of the cashew nut to kernels 5. produce 37 t of white kernels 6. Increase of the income of 3000 farmers under contract	1. amount exceeded 2. completed 3. amount exceeded 4. 600 t purchased from smallholders 5. in progress 6. 5000 beneficiary smallholders,100 under production contracts
15. Pépite d'Or	1. purchase of flower processing equipment 2. purchase of equipment for biscuits, protein and energy bar production 3. establish a manufacturing chain for soya milk and soya juice in cans 4. purchase equipment for cube shaped seasoning powder 5. purchase material for concentrated protein in granulated form 6. purchase delivery vehicle for product distribution	1. yes 2. no, lack of resources 3. no for the cans, in bottles, not exportable 4. no, manual process 5. yes, craft production 6. two second hand delivery vans
17. SODECO S.A.	1. set-up of a cotton seed treatment and seed grain delintage process plant with a capacity of 12,000 t-15,000 t delinted seed grains – 700 permanent and seasonal anticipated new jobs 2. implantation of a production unit for fertilizer to provide long-term input of high quality and quantity. 1000 anticipated new jobs	Not initiated due to the current circumstances of the cotton sector in Benin
18. SOTRACOM	1. purchase of appropriate cattle 2. Set-up of industrial livestock production facilities (buildings, sanitation, tractors, tank trucks, etc.) 3. purchase of land for fodder and corn crops	Difficulties to leverage working capital. Shut down of the facility, 150 lay-offs

	4. purchase of nutritional supplements, fertilizer, employment of veterinaries	
19. SWCM S.A.	1. purchase of heavy machinery 2. set-up of a research laboratory 3. construction of 8 warehouses for 5000 mt storage 4. purchase of 900 hectares of land in Sirarou	1. in progress 2. in progress 3. in final stage 4. land bought, paperwork completed
20.SWCM AGRO Trading S.A.R.L.	1. set-up of a modern cashew nut processing plant in Tchaourou	1. in progress
21. SHB Huileries	1. set-up of a delintage unit for cotton grains 2. set-up of cogeneration unit (engine, turbine and alternator) 3. upgrade of production material through purchase of new generation equipment 4. launching a project of raw material diversification (soya, sunflower and peanut) 5. purchase of trituration equipment for sunflower seeds and peanuts	Not initiated due to the current circumstances of the cotton sector in Benin

ANNEX II

New Alliance for Food Security and Nutrition: Assessment for Burkina Faso

Report Summary

Report on the NAFSN Initiative

In Burkina Faso

Summary of the study conducted by Arlène Alpha and Serge Sedogo, CIRAD, July 2017

1. Background

Launched at the G8 Summit of May 2012 in the United States, the New Alliance for Food Security and Nutrition (NAFSN) aims to unlock investments from the private sector alongside those from governments and donors to ensure food and nutrition security in ten African countries. It is part of an underlying trend, which has been growing since the crisis in 2008, of an increasingly active private sector in the area of food and nutrition security. A new paradigm is emerging based on the idea that this sector plays a key role in fighting food insecurity and malnutrition given the limits of public resources.

Burkina Faso is a country participating in NAFSN and its Cooperation Framework binding the government, donors of G8 member countries and ten national and nine international companies set the aim of lifting 1.6 million people out of poverty by 2022. The principle of aligning NAFSN actions that are being implemented with the National Rural Sector Programme (NRSP) is clearly affirmed, as are the accountability of stakeholders and the reference to international commitments regarding responsible investments and land development.

At a time when there is a great deal of controversy regarding NAFSN and as the G8 lead country for Burkina Faso and committed to family farming, France would like to take stock of the implementation of stakeholders' commitments, their concrete impact in the field and the governance and consistency of the initiative with key political references at national, regional and international level and with regard to France.

2. Main results

The study was conducted by CIRAD from March to June 2017 involving a documentary review, interviews with stakeholders and a mission to Bagré and shows that overall, NAFSN has not fulfilled its promises. Launched at the highest political level and raising high hopes for national companies, NAFSN quickly lost momentum leading to disappointment and disillusionment. Stakeholders' commitments consisted of incorporating reforms already set out in the NRSP and existing development and investment projects. In this regard, NAFSN has not produced any new reforms or any additional funds. Actions that are being implemented by the Government and donors' projects would have existed with or without the help of NAFSN. However investments of national companies were weak due to a lack of funds and international companies did not invest in Burkina Faso.

Nevertheless, the NAFSN study did reveal the following points:

 NAFSN is an example of a new paradigm: The private sector plays a key role alongside governments and donors in ensuring food and nutrition security of small family farmers. The role of civil society organizations in NAFSN is above all to ensure that the three stakeholders' deliver on their commitments.

- **NAFSN did not contribute anything new:** Stakeholders' commitments consisted of policy reforms and private sector development and investment projects that existed before NAFSN. Projects were not aligned with the planning of the NSRP to a great extent as donors continued to use a project approach and private investments did not focus on supporting family farmers. Nor was NAFSN an alliance in the sense of producing a synergy of commitments, for example, concerning specific zones, sectors or types of action. Every stakeholder conducted its own actions in its area of choice. This could be deliberate—if all actions aim to improve food and nutrition security—but in interviews, it was not considered to be the spirit of NAFSN and overall stakeholders regret the lack of synergy.

- **There are problems monitoring commitments**: Generally, clear commitments have not been established within the framework of NAFSN cooperation and they remain in the intention stages. There are no precise figures or indicators aside from government commitments for which key figures from the NRSP were taken. Even at Government level, the fourth progress report, for example, presented implementation rates for each of the ten measures by highlighting the actions in green or in yellow to indicate whether they have been completed or not. However, the methods used to calculate implementation percentages and to classify actions were not mentioned in reports. Nor was a precise strategy on the way in which investments were to be made, except for G8 countries, which put forward development contributions they have already made. The monitoring and evaluation mechanism was entrusted to bodies with no influence on the stakeholders, and the data collection methodology, which is declaration based, allowed those concerned to reply as they wish or not at all. As such, a disconnect was observed between the optimistic tone of progress reports which gives the impression that NAFSN is an active initiative and field interviews, which reveal a whole other reality.

- **No specific feedback on nutrition**: Nutrition challenges are mentioned in the very title of NAFSN and the Cooperation Framework mentions the Government's commitments to include nutrition in all its agriculture and food security programmes. The only government measure that mentions nutrition consists of "adopting and operationalizing a national food security policy (NFSP) consistent with the NRSP and the national nutrition policy (NNP) and national social protection policy (NSPP)". The most recent progress report indicates that the policy is currently under review in order to take the National Social and Economic Development Programme into account. But apart from policy papers, there is no indication on the way in which the government tangibly incorporates nutrition in its agriculture and food security programmes. As regards private investors, the letters of intent make no mention of nutrition issues. Donors have projects that include nutritional goals but there is no particular point on nutrition in progress reports.

- **NAFSN has not worked**: NAFSN's aim to see an increase in private investments in the area of food and nutrition security was not attained, even if government reforms are being carried out and donors' financial commitments have been delivered. This is because of how quickly the initiative was implemented and communication problems that generated misunderstandings and false hopes about possible additional funding from both national companies and the Burkina Faso Government to support the implementation of policy reforms. A lack of ownership and leadership has been noted on the part of all stakeholders, who above all consider it to be a political initiative that does not warrant their technical involvement.

- **NAFSN's paradigm contains risks**: High tensions when the land is freed up for agricultural investors who do not invest as planned and take the place of family farmers; the exclusion of young people from family farming at a time when there are few opportunities for jobs created by investors; changes in food practices and a feeling of land and food insecurity for populations affected by hydro-agricultural development projects, which tend to ration their food purchases and consider that the quality of their meals has lowered.

 A debate needs to be held on the private sector's role in food and nutrition security: It is important to determine how companies' investments can support family farmers and how to better track these investments and their impacts. The question of NAFSN leadership if it is taken over by the African Union and the holding of the debate also is also being asked. Several options have been put forward: Chamber of Commerce, Public-Private Partnerships Directorate within the Cooperation Directorate General at the Ministry of the Economy and Finance, Maison de l'Entreprise, Investment Promotion Agency, National Chamber of Agriculture, model of the African Union's Country Agribusiness Partnerships Framework.

3. Recommendations

NAFSN has not kept its promises, especially with regard to consultations between the Government, donors and the private sector on the role of private investments in food and nutrition security. Within the context of the National Economic and Social and Social Development Programme that reaffirms the driving role of the private sector in development via public-private partnerships and growth hubs, this questions remains relevant. Interviews revealed the importance of conducting such a debate with all stakeholders concerned, learning lessons from NAFSN's shortcomings and asking the question of what the "right" private investments would be for food and nutrition security. If the African Union is to take over the leadership of NAFSN, the launch of debates on the private sector's role raises several questions leading to the following recommendations on:

(1) The holding of the debate: A debate with what objective in mind? What structure to hold the debate? With whom around the table? Organized how?

(2) The content (the issues) of the debate: What private sector is being discussed? What should the private sector do? What is it expected to do? Who is it to benefit? What concrete support can be given to the private sector? By whom? What monitoring and evaluation mechanisms for private investments?

a. Hold a debate on the private sector's role in food and nutrition security

⇨ **Establish an operational system for accompanying stakeholders**

NAFSAN's operational system was found to be disorganized and confusing. It can clearly be seen that donors' intentions, for example, were not very well understood by national stakeholders, and projects were calculated at the level of head offices and were at times inconsistent. Some donors had trouble analyzing the convergence between their projects in Burkina Faso and their country's commitments to NAFSN while others had barely heard of NAFSN or participated in NAFSN meetings on an irregular basis. Steering by the Permanent Coordination Secretariat of Sectoral Agricultural Policies (SP/CPSA) evolved into coordination of the reporting on the Government's commitments, which was why some stakeholders said that NAFSN lacked strong leadership.

In the future, it is recommended giving the structure that is designated leader of NAFSN a clearer mission letter and a road map communicated to all stakeholders. This structure should function on the basis of a work programme including the holding of events enabling an interaction between national and international investors, donors, the Government and central farmers' organizations and the possibility of field visits with their structures involved and to the places where they are working in order to objectively evaluate progress. This approach will make it possible to report objectively and effectively on their progress delivering the commitments.

⇨ Designate a structure to hold debate on the private sector’s role

NAFSN’s base was a topic for discussion with all the stakeholders, in the sense that it went from the Presidency of the SP/CPSA with the responsibilities allocated to French cooperation as the donor leader, to Grow Africa in charge of the collection and consolidation of private investors’ information and to the SP/CPSA for the national party.

Because NAFSN logic relies on the public-private partnership, it is important to involve structures that are directly in charge of these questions, particularly the Public-Private Partnership Directorate and the Chamber of Commerce, even if the involvement of either of these structures has its advantages and its limitations.

It is also important to monitor how the African Union takes over the leadership of NAFSN and possible advice on holding a debate on the private sector’s role in food and nutrition security. The African Union should launched a new initiative inspired partly by NAFSN focused on the promotion of private investment in agri-industry, the Country Agribusiness Partnerships Framework (CAP-F) as part of the agribusiness strategy of the detailed African agricultural development programme. The stakeholders consulted at the feedback meeting were cautious when discussing CAP-F. They stressed that the Burkina Faso Government was often too quick to join new initiatives without taking the time to analyze them properly so as not to miss out if these initiatives prove to be profitable. The challenge is for the Government to be proactive to defend the country’s interests and profit from these initiatives.

The stakeholders consulted consider that as a sector public policy, NAFSN should be coordinated by the SP/CPSA, which should also be strengthened (for example, with technical assistance) in order to better lead the political debate on the private sector’s role in food and nutrition security. In support of the SP/CPSA, it is also important to engage structures such as the International Chamber of Commerce and coordination bodies of the different types of stakeholders including the Confédération Paysanne du Faso (CPF), Fédération des Industries Agro-alimentaires du Burkina Faso (FIAB), and body in charge of donor coordination. All of these avenues should be further explored following this study. A first important question to resolve will be determining whether the Government can lead a multi-stakeholder platform, for example at ministerial level, to convene those working in trade, energy, water and other sectors alongside agriculture or if it should be the private sector’s role to do so.

⇨ Be mindful of communication to avoid raising false hopes

Until the mission is over, it was almost impossible to determine with precision the way in which national private investors received information on NAFSN and to what degree they were involved. The misunderstanding that prevailed of NAFSN’s philosophy, interpreted by national private investors as an opportunity to receive funding and technological and technical support to modernize their projects or tax and administrative facilities, indicates that communication on NAFSN was poor. Unless there is a change of course, some evidence in the Cooperation Framework proved national investors right. In any case, a lesson learned for the future is that it is important to draft and implement a clear communication strategy on what NAFSN is and what it is not, what it does and what it does not do, and who its targets are. This communication strategy will be more transparent and not raise false hopes which end in disappointment, even strong disillusionment.

⇨ Better translate intentions into measurable objectives

NAFSN has a very broad objective of lifting 1.6 million people out of poverty that has not been translated for all stakeholders into more specific objectives in a given timeframe and with indicators making the actions implemented easier to follow. One donor observed that "with this overarching objective, all donors' projects could have been included in NAFSN".

With a view to finding a new way of working for NAFSN, it would be a good idea to go beyond letters of intent accompanied by vague announcements and present clearly structured projects in connection with NRSP programmes and sub-programmes. Specific objectives should show how the project could strengthen productive, processing and marketing capacities of family-type producers highlighting goods and services that they are provided and procedures used to this end. These objectives must be quantified so as to enable monitoring in the field.

⇨ **Find a new way of monitoring and evaluation**

In a context in which i) the involvement of the private sector in the area of food and nutrition security is controversial, ii) international commitments to responsible investments are only voluntary and iii) with the communication of international companies at stake, transparency and monitoring and evaluation of private investments are essential.

It is important to go further than Grow Africa reports based on declarations of companies to document the activities they conduct and their impact on food and nutrition security. It is also important to go beyond reporting on the implementation of measures to facilitate private investment. It is essential to assess the effects of these measures on the level of private investments and the impact of these investments on food and nutrition security. The mobilization of expertise (plural, and not only consultancy-type, to gather information from the field via surveys and farmers organizations, etc.) is essential to providing substance for discussions and assisting decision making.

As regards donors, support within NAFSN was meant to contribute to NRSP measures facilitating private investments, but many NAFSN projects fell far from this objective. The challenge is to come up with criteria that can effectively identify in donors' project portfolios, which is in line with the NAFSN approach (catalyst role and leverage effect of private investments, direct support to investors, etc.) and those that contribute to food and nutrition security but with another approach.

The challenge is also not to turn monitoring and evaluation into an extremely complicated project or a purely administrative inventory exercise. It must be done above all with a view to providing substance to discussions and sharing best practices and a few flagship projects for example in order to guide the reform processes, project set-up and investments.

⇨ **Revisit consultation from bottom up**

Many stakeholders, and especially donors, considered NASFN to be a purely political initiative concerning head offices and with little interest in the technical managers in the field. The in-depth debate that must be engaged on the private sector's role in food and nutrition security must involve the full range of stakeholders, starting with farmer organizations representing stakeholders for whom such initiatives as NAFSN are created, and technicians for the public part and donors.

b. Address critical questions regarding the private sector's role

⇨ **Recognize the different visions of the private sector (and the public sector)**

Interviews revealed that stakeholders' views on what the private sector is are often very different. Some affirm that they do not have a definite position on a definition of the private sector or of the types of support to put into place whereas others have firm positions. The purpose of the debate is not to necessarily find a consensual definition of the private sector but at least determine what is being talked about, recognize the different views and explain them to clarify the debate. The large number of terms used reflects the vagueness of the debate (investors, entrepreneurs, agrobusinessmen, etc). Even in a broad definition of the private sector, it would be useful to recognize the existence of different types of investors in terms of status and positioning on the value chain. They do not all have the same constraints and need for the same support.

The recurrent questions are: Should family farmers be considered private investors? Should this term be limited to formal enterprises? And what about cooperatives? Most stakeholders recognize that family farmers are important private investors, but investors from whom resources are expected in addition to those received from the Government and donors are clearly enterprises.

On the grassroots level, discussions on the private sector's role should lead to addressing the critical questions about the public sector's role in support of agricultural development and in food and nutrition security. As a result, questions are raised about the perimeters of the Government's action, whether it should have a strictly sovereign role or not, public-private partnerships, etc.

⇨ **Start with constraints of family farmers**

NAFSN has an objective of assisting small family farmers by helping eliminate their constraints. Meetings held in Bagré have shown that family farmers have specific expectations vis-à-vis private investors. They denounce the impacts of investors' land incentive approach and the difference between private investors' and family farmers' objectives, but they also see the benefits of the arrival of private investors. Private investors are not criticized and are even welcomed, since they respond to family farmers' needs in specific sectors: equipment (service providers for the rental of tractors, for example), drying yards, inputs (improved seeds, fertilizer, pesticides, etc.), opportunities (markets opened by investors), expertise, jobs (farm workers, training), etc.

⇨ **Prioritize investments in partnership with producers**

In line with family farmers' expectations, one debate point is to clarify the "offering" of investors: what is the nature, the quality and the quantity of the goods and services that the private sector can offer family farmers to help lift them out of poverty? Where on the value chains can agricultural entrepreneurs be most useful?

- At the level of production: By focusing on this function, investors take the place of family farmers competing with them for access to resources (land, water, etc.). Or if companies invest in production: in what sectors, for what markets (national regional, international)?
- Downstream: Inputs, equipment, financing, insurance, etc.
- Upstream: Processing, marketing, etc.

In the current context of Burkina Faso (with regard to land, jobs, etc.), France considers that entrepreneurship should not focus on production, but on delivering inputs and services, processing, marketing and on the main sectors contributing to food and nutrition security. If it is based on a balanced partnership between farmers' organizations and stakeholders downstream, contract farming is encouraged because it can be a driver for professionalizing and modernizing family agriculture and thus moving away from the "small" family farming that is synonymous with a poverty trap. However, salaried farming is not promoted because it takes the place of family farming. All the stakeholders interviewed do not share France's position. The idea that enterprises also need to invest in production was raised several times.

As a result, the interactions of family farmers—entrepreneurs, in terms of competition or complementarity, are the subject of crucial debate. Exchanges of practices, work on partnerships (contracting or the principle of aggregation promoted by Bagrépôle) should be developed to meet the need for a reference on this topic. Focusing on partnerships is also a way of recognizing family farmers as fully fledged stakeholders and not just targets or beneficiaries of investors' actions.

⇨ **Prioritize national investors**

The experience of NAFSN shows that there are not many international investors who want to invest in Burkina Faso with a view to improving food and nutrition security. However, national entrepreneurs are present and are quite used to evolving in an environment with multiple constraints. For many stakeholders, it is essentially at the level of national microenterprises and small and medium-sized enterprises (SMEs) where the economic momentum and vitality lie that can produce job opportunities (because of the ten or so jobs per enterprise for example, the cumulative effect can quickly become substantial). National enterprises are also more involved in developing local food-producing sectors.

⇨ **Propose concrete support**

NAFSN generated a certain apathy in private enterprises because it has not been translated into tangible support. But what type of support should be introduced? Is support for private enterprises the best option to assist small family farmers? What support is needed to develop investments of small family farmers?

Among the different types of support for private investors, the biggest issue is access to funding. Is it possible to provide improved lines of credit for agricultural investments? Working capital? A guarantee fund? For what types of investors? What support terms and conditions based on what types of investors?

4. Conclusion

NAFSN is an example of a new paradigm that is emerging to help fight food and nutrition insecurity based on the idea of rallying the necessary support from private investments. This paradigm can be seen in the frameworks of national policy in Burkina Faso defined after 2010 such as the Strategy for Accelerated Growth and Sustainable Development (SCADD), today the National Economic and Social Development Programme and its component for the rural sector, the National Rural Sector Programme (NRSP).

The history of the NAFSN in Burkina Faso is one of a political initiative that has generated much hope and disillusionment among some stakeholders and fears and criticism among others. Supported at the highest political level at the time of its launch, it quickly lost momentum mainly due to a lack of ownership and leadership. It did not bring any change to the actions of the three stakeholders (Government, donors, private sector) when it comes to policy reform, projects and investments. NAFSN actions were defined with its launch and simply previous actions with a new "NAFSN label", with the notable exception of the private sector that counted on G8 funding opportunities. The conventional project approach of donors led to a certain disconnect instead of alignment with the NRSP. International companies, which the national companies and public authorities anxiously awaited, never came. This tends to lessen criticism of NAFSN of a strengthening power of influence of these companies in African national contexts, but their absence does not mean that they are not influential through other channels than NAFSN (lobbying, communication, etc.), particularly in imposing the idea that they are critical food and nutrition security stakeholders.

Thus, NAFSN in Burkina Faso seems like an “empty shell” without leadership and real commitment on the part of stakeholders. Under these conditions, it seems difficult to assess its impacts in the field and attribute what is happening there to NAFSN. In Bagré, where many national and international companies envisaged investing, activity is generated by the Bagrépôle project and not by NAFSN. But it is interesting to study this activity nonetheless because the project is along the same lines as the paradigm driving NAFSN. The outcomes of the interviews conducted with the two displaced villages show that the measures taken to free up land for potential investors have deeply transformed the food security and consumption patterns. These changes are potentially long lasting because when these populations will be attributed irrigated land, they will have to live without rainfed land while households depend on rainfed crops to survive. The situation of family farms is currently very precarious compared to the conditions for entrepreneurial farmers, which results in a strong feeling of injustice.

The recommendations provide avenues for engaging in debate that was not possible under NAFSN on the private sector’s role in food and nutrition security. Learning lessons from the initiative’s shortcomings, the focus is now on the importance of stakeholders’ ownership and leadership to hold the debate, starting with the constraints for family farmers, documenting the interactions of farmers and entrepreneurs regarding the different parts of the sector, discussing different types of tangible support to help improve the financing of investments, and monitoring and evaluating on the basis of information from the field.

ANNEX III

New Alliance for Food Security and Nutrition: Assessment for Ghana

AGRODEP
African Growth & Development Policy modeling consortium
FACILITATED BY IFPRI

AN ASSESSMENT OF THE NEW ALLIANCE INITIATIVE IN GHANA

Final Report

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Executive Summary

The New Alliance for Food Security and Nutrition (NAFSN) was launched in 2012 as a joint initiative between African governments, the private sector, and international development partners. The New Alliance is a shared commitment to inclusive and sustained agriculture-led growth in Africa. The initiative aims to facilitate investment in the agricultural sector and to improve households' poverty status within participating countries. Ghana, which is one of the 10 African countries in the New Alliance, joined in 2012. In Ghana, the three major stakeholders in the development of Ghana's Cooperation Framework consist of the Government of Ghana, development partners, and the private sector.

This report assessed the performance of the New Alliance for Food Security and Nutrition five years after its launch in Ghana through the use of secondary data and questionnaires administered to selected stakeholders. The study aimed to explore what progress has been made in achieving commitments made by major stakeholders in Ghana, what constraints remain to achieving these objectives, and what steps can be taken to improve outcomes. Response rates for the various stakeholders may be summarized as follows: 44 percent from government, 67 percent from donors, and 33 percent from the private sector.

Overall, stakeholders demonstrated impressive progress with implementation of New Alliance for Food Security and Nutrition commitments set out in the Country Cooperation Framework; however, a number of operational challenges were highlighted. The NAFSN initiative helped to increase responsible investments and improving business practices in agriculture in Ghana by bringing together the major players in the agricultural space: i.e., government, donors, and the private sector. One noticeable contribution of the NAFSN is the involvement of the private sector in the agriculture and food security policymaking process compared to the past. Interviewed private firms reported that prior to the NAFSN initiative, they had little input and engagement with government on various agricultural policies. They believe that the NAFSN initiative created a very important platform to bring the private sector to the table and include them in the decision-making process, along with other stakeholders. It was noted that a large degree of public and private programs derived from NAFSN commitments were well-coordinated with current public priorities at the country level. This was not particularly surprising, as the NAFSN was intended to align its focus with the existing national agenda. Interviews with stakeholders, as well as with farmers and farm-based organizations, indicated significant impacts on household incomes and food security.

It is important to note, however, that the general impression from private sector respondents was that the NAFSN initiative had not maintained a high level of engagement and was no longer operational. Indeed, the failure of the program to maintain visibility and constant engagement led a number of respondents to report that the initiative was no longer in existence. Thus, an important message stemming from this analysis is the need to put in place a mechanism to facilitate and sustain the NAFSN's momentum over time and among different parties, not only within government but within the broader stakeholder community.

Key recommendations for the future of the NAFSN include: (i) strengthening local-international private sector linkages; (ii) mainstreaming NAFSN processes into on-going processes and institutions; (iii) improving specification and monitoring of NAFSN commitments; (iv) prioritizing access to land, finance, and infrastructure; (v) increasing focus on food crops and smallholder farmers in order to better contribute to food security; and (vi) improving buy-in from all stakeholders. These efforts are particularly important because support for the NAFSN appears to have weakened over the years since its establishment in Ghana. It is also recommended to mainstream the review and monitoring of the NAFSN into existing processes and institutions, particularly monthly Agriculture Sector Working Group meetings, annual Joint Sector Reviews, and the activities of the Agri-business unit of the Ministry of Food and Agriculture.

1. Introduction

This research report assesses the performance of the New Alliance for Food Security and Nutrition (NAFSN), five years after its launch in Ghana. The study aims to explore what progress has been made in achieving commitments by major stakeholders in Ghana, what constraints remain in achieving these objectives, and what steps can be taken to improve outcomes.

The New Alliance for Food Security and Nutrition was launched in 2012 as a joint initiative between African governments, the private sector, and development partners. The initiative aims to improve the policy environment, facilitate responsible private investment in the agricultural sector, and improve households' poverty status within participating countries, through a shared commitment to sustained and inclusive agriculture-led growth and support of country-led plans. Presently, 10 African countries have joined the NAFSN initiative and agreed to the governing country-specific Cooperation Frameworks. These countries are Burkina Faso, Côte D'Ivoire, Ethiopia, Ghana, Mozambique, Tanzania, Benin, Malawi, Nigeria, and Senegal. Each of these countries has signed a Cooperation Framework, agreed upon by each country's government, respective development partners, private sector actors, civil society actors, and farmer organizations. The group collectively agrees on a set of policy actions and investments aimed at improving the business climate in the agricultural sector.

Ghana joined the New Alliance for Food Security and Nutrition in 2012. As part of its Cooperation Framework, the Government of Ghana committed to improving policies and procedures for increasing access to farming inputs, such as seeds and fertilizers, and land resources. The Government also made commitments toward improving inclusiveness in post-harvest management, promoting investment in the agricultural sector, and improving access to agricultural data for both private and public use. The development partners that form part of Ghana's Cooperation Framework include Canada, the European Union (EU), France, Germany, Japan, United Kingdom (UK), and the United States of America (USA). Altogether, these countries pledged approximately USD 583 million over a five-year period to be invested into Ghana's agricultural sector. With respect to the private sector, a total of 16 domestic and international companies made commitments through Letters of Intent (LOI) in 2012. By 2017, the number of LOI companies had increased to 21. This study closely examines progress made in meeting stakeholders' commitments.

The main questions are as follows:

- What progress has been made toward implementation of New Alliance for Food Security and Nutrition commitments set out in the Country Cooperation Frameworks?
- In what ways has the New Alliance for Food Security and Nutrition increased responsible investments and improved business practices in agriculture?
- What types of contributions has the New Alliance for Food Security and Nutrition made toward the specified desired impacts, such as increased incomes and food security?
- To what extent are the public and private programs derived from New Alliance for Food Security and Nutrition commitments coordinated with current public priorities at the country level?

- How has the management and governance of the New Alliance for Food Security and Nutrition initiative supported implementation in each country and/or at the continental level?

The present report is embedded in a wider exercise that provides country assessments of the New Alliance for Food Security and Nutrition in Ghana, Nigeria, and Benin. In addition to each country-level assessment of the NAFSN initiative, a continent-level assessment will be produced, which will include comparative analyses of the findings from the Ghana, Nigeria, Burkina Faso, and Benin assessments. The findings will identify successes and contextual challenges faced by the different stakeholders in each country, as well as needed improvements to accelerate investment and growth in these countries.

The paper is organized as follows: Section II summarizes the methodology, comprising the compilation of information on the full list of various stakeholders, in addition to information on commitments and various degrees of implementation. This section also provides the rationale for the selection of respondents for inclusion in the data collection process, in addition to a summary of the fieldwork plan. A description of the various data collection methods is also included contained in Section II. Section III discusses the main findings, while Section IV concludes with policy recommendations.

2. Methodology

This section describes the methods, including data and sources, used to achieve each of the objectives of the study.

2.1. Analytical Methods

Assessing progress in implementing the New Alliance for Food Security and Nutrition commitments set out in the Country Cooperation Frameworks

This assessment is primarily based on analysis of secondary data comparing the actual achievements made by NAFSN partners to their stated commitments. In the case of the government, for example, analysis will examine the enactment or proclamation of policies compared to the policy actions committed. With respect to development partners, analysis will focus on pledged funding versus amount disbursed or received. For the private sector, administrative data on achievement of targets or goals stated in letters of intent (LOI) will be analyzed. Qualitative data on perceptions and opinions based on interviews with the different partners will be used to determine the factors contributing to success, the commitments that have been met or achieved, and the constraints and challenges faced.

Assessing ways in which the New Alliance for Food Security and Nutrition is increasing responsible investments and improving business practices in agriculture

Within the context of environmental, social, and governance (ESG) concerns, assessing the ways in which the NAFSN is increasing responsible investments will involve analysis of whether these achievements support ESG concerns (for example, through promoting climate-smart technologies, improving youth and female employment, and providing incentives for transparency and accountability). With respect to the government, this will involve analysis of regulatory and enforcement practices related to policy actions. In the case of donors, ESG details of projects supported will be analyzed. For the private sector, this will involve analysis of various aspects of companies' structures and practices (e.g. employment, contract farming/suppliers, knowledge transfer, value chain segment, business model, international versus local target market, etc.).

Assessing the types of contributions that the New Alliance for Food Security and Nutrition is making toward specified desired impacts such as increased incomes and food security

Undertaking a rigorous impact assessment of the NAFSN is beyond the scope of this study. However, because the commitments to responsible investments represents one pathway to increased productivity, incomes, and food and nutrition security, it is possible to make broad statements regarding the likely contribution of the NAFSN to additional increases or growth in these outcomes beyond 2013 compared to the average increase or growth in these outcomes prior to 2013. This effect can be interpreted as the general or combined effect of the NAFSN and other initiatives or programs with similar impacts and pathways. A survey of farm households regarding their perceptions and opinions of changes in outcomes since 2013, and the reasons for those changes, will be used to further understand the initiative's impact.

Assessing the extent to which public and private programs derived from New Alliance for Food Security and Nutrition commitments are coordinated with current public priorities at country level

This will involve analysis of survey data from interviews with the NAFSN partners and other stakeholders (e.g., civil society organizations (CSOs)) on the extent to which NAFSN-derived programs align with various indicators, such as shared objectives and goals with the government's strategy and investment plans, as indicated in the CAADP National Investment Plan for Agriculture and Food Security (referred to in Ghana as the Medium Term Agriculture Sector Investment Plan or METASIP), involvement of the government in managing programs, and use of government financial and procurement systems.

Assessing how the management and governance of the New Alliance for Food Security and Nutrition initiative is supporting implementation in each country and/or at continental level

Again, analysis of survey data from interviews with the NAFSN partners and other stakeholders (e.g. CSOs) will be used.

2.2. Data Collection Methods

This section describes the different means of data collection employed in the study. The first section discusses the secondary data collection process, while the second section describes the primary data collection method. See Appendix Table for the entire data collection plan.

Review and secondary data collection

Detailed information was compiled on activities of the NAFSN partners (private companies, government, and development partners) and outcomes in the economy from various sources. Regarding the private sector, information on firm sizes, assets, location, value chains, contact information, etc. were compiled from information available from secondary sources such as online documents, newspaper articles, etc. Information on private firms' commitments made under the NAFSN were also obtained from existing NAFSN reports. Similarly, data regarding the commitments of government and development partners were assembled from internet sources and existing NAFSN reports.

With respect to national outcomes such as output, productivity, income, and nutrition, data were obtained mostly from publications of the Ghana Statistical Service (GSS).

Primary data collection

Interviews were conducted with the NAFSN partners and beneficiaries (e.g. farm households), each of which are discussed in the following sections.

Development Partners

There are seven development partners (DPs) in the NAFSN Cooperation Framework on investments in the agricultural sector: USA, Canada, France, Germany, United Kingdom, Japan, and the European Union. Based on a quick review of secondary data on the funding disbursements by the DPs, we initially planned to interview representatives from partners that had made the least progress (France, EU, and UK) in order to better understand their constraints and challenges. Due to difficulties related to personnel changes or focal persons' absence from the country, however, only representatives from Japan and USA could be interviewed.[1]

Private Companies

There are 21 private companies (11 local and 10 foreign) associated with the NAFSN Cooperation Framework and that have made various commitments through LOIs. These companies are involved in various sections of Ghana's agricultural value chains, ranging from the provision of farm inputs to crop production to food processing to distribution and sales (see Figure 1). Data was collected regarding the degrees of achievement of companies' set targets, in addition to factors that aided or discouraged the achievement of these goals. Questions were also asked about the role of government policy and the New Alliance for Food Security and Nutrition initiative in achieving these goals. Companies were also asked about their perception of how farmers and farming households are affected by firms' activities with respect to access to farming inputs and technologies, income, and food security.

Ten companies (six local and four foreign; see Table 1) representing various stages of the value chain and geographical location were initially selected to be interviewed, with a back-up plan in case any of these companies declined to be interviewed. The selection of these companies was skewed toward those that had not submitted a progress report on their objectives in the past. Of the ten companies selected to participate in the survey, seven had not provided any progress reports on their LOIs by 2016. Here, too, we faced real challenges in obtaining interviews; in the end, interviews were carried out with three companies: Ecobank Ghana Ltd, Okata Farms, and the Africa Cashew Initiative (now GIZ ComCashew).

Government

The Government of Ghana has three main policy actions under the NAFSN Cooperation Framework: (i) to establish policies that enable the private sector to develop and facilitate the use of improved inputs to increase smallholder productivity and incomes; (ii) to create a secure investment climate for investors by reducing transaction costs and risks; and (iii) to support a transparent, inclusive, evidence-based policy formulation process based on quality data and sound evidence that leads to increased investment in agriculture. As indicated in Table 1, interviews targeted personnel within the Ministries of

[1] The personnel responsible for the NAFSN initiative in the EU was out of the country. On his return, it was communicated that the majority - save one- of the NAFSN-aligned activities had been closed for several years, and that staff in charge had unfortunately been relocated out of Ghana. France's representative was not sufficiently aware of the NAFSN initiative and therefore declined to respond. The UK representative went on paternity leave and never responded to any subsequent inquiries.

Agriculture and Lands and Natural Resources in order to obtain updated information on progress on the policy actions, in addition to challenges faced in implementation. Additional responses were sought regarding how legislation may be made more effective in order to create an enabling environment for increased investment. It is also important to understand how these investments are effecting change - for instance, whether there are pioneering firms promoting knowledge transfer, developing skills, and incentivizing innovations.

Farmers and Farmer-Based Organizations (FBOs)

The main strategy was to interview farmers and FBOs within close proximity of an existing NAFSN-derived project. The Ghana Commercial Agricultural Project (GCAP) was selected as the NAFSN-derived project from which to obtain impact responses (i.e., changes in farm output, employment, income, poverty, and food security). The GCAP was established in 2012 under the auspices of the Ministry of Food and Agriculture (MoFA) with the principal objective of improving the investment climate for agri-business and developing inclusive Private-Public Partnerships (PPPs), in addition to establishing smallholder linkages aimed at increasing on-farm productivity and value addition in selected value chains. Thus, farmers and FBOs were selected from the Somanya and Akatsi districts in the Eastern and Volta Regions of Ghana, respectively, to be interviewed. Two FBOs, Lolonyo Rice Farmers Cooperative and the Star Farmers Association, were interviewed.

Figure 1: Profile of private companies in the New Alliance for Food Security and Nutrition Cooperation Framework

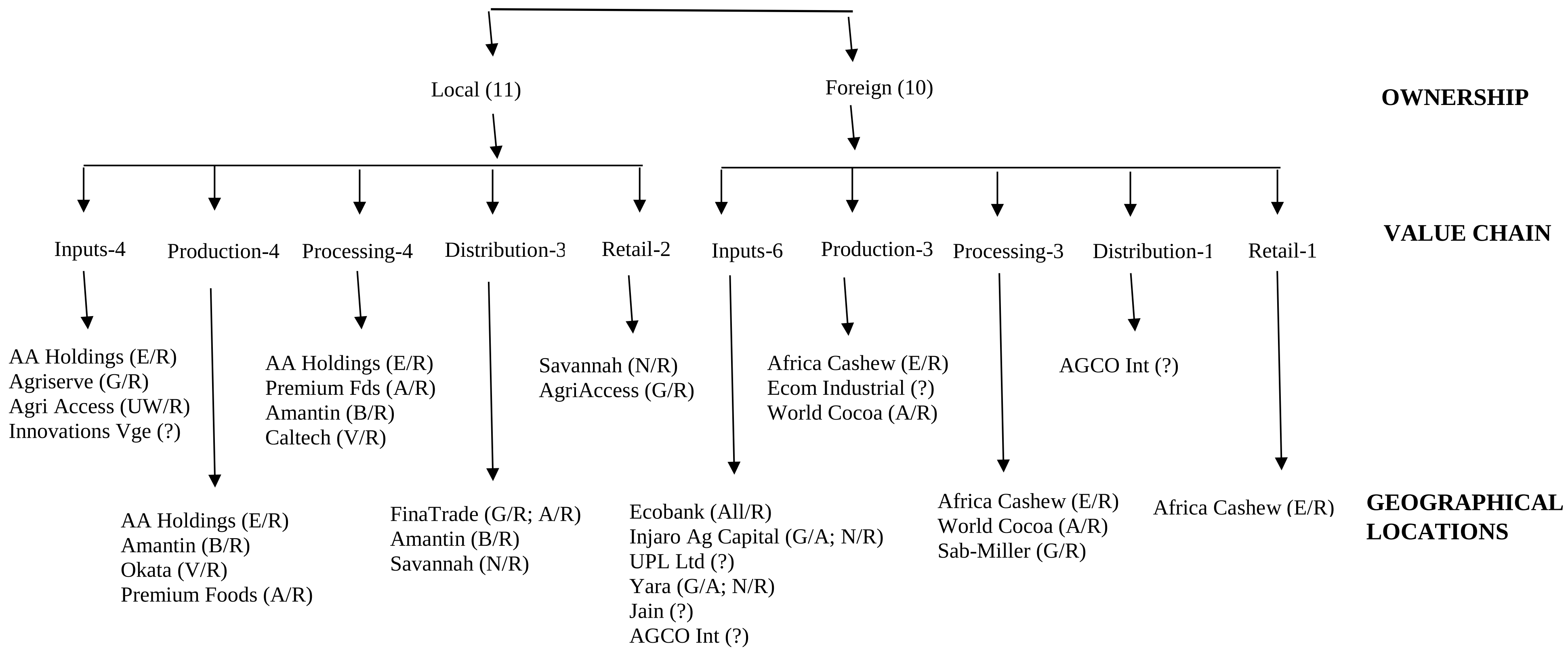

Table 1: Intended and Actual List of Survey Respondents

STAKEHOLDER	AGENCY	IDENTIFIED PERSONNEL	STATUS OF INTERVIEW WITH SELECTED PERSONNEL
GOVERNMENT			
	Ministry of Agriculture	Chief Director and head of the New Alliance Program	Interviewed
		Head of Plant Protection and Regulatory Services Department (PPRSD)	Interviewed
		Head of Crop Services Department	Interviewed
		Unit head of Statistics, Research and Information	Not Interviewed
		Head of Agribusiness Unit	Not Interviewed
		Unit Head responsible for promoting agribusiness at the Ghana Investment Promotion Council	Not Interviewed
	Ministry of Lands and Natural Resources	Chief director of Ministry and Lead personnel of pilot model lease arrangement (GCAP)	Interviewed
	Policy Institutions	Chief Director of Council for Scientific and Industrial Research(CSIR)	Not Interviewed
		Science and Technology Policy Research Institute (STEPRI)	Not Interviewed
DONORS			
	France	Head of New Alliance Project for Ghana	Not Interviewed
	European Union	Head of New Alliance Project for Ghana	Not Interviewed
	United Kingdom	Head of New Alliance Project for Ghana	Not Interviewed
	Japan	Head of New Alliance Project for Ghana	Interviewed
	United States	Head of New Alliance Project for Ghana	Interviewed
PRIVATE COMPANIES			
Local Companies	Africa Atlantic Holdings Limited	Personnel Responsible for New Alliance Project	Not Interviewed
	Premium Foods Ltd	Personnel Responsible for New Alliance Project	Not Interviewed
	Okata Farms and Food Processing	Personnel Responsible for New Alliance Project	Interviewed
	FinaTrade Group Ghana		Not Interviewed
	Savannah Farmers Marketing Company		Not Interviewed
	Amantin AgroProcessors/ Supercare Group	Personnel Responsible for New Alliance Project	Not Interviewed
Foreign Companies	Ecobank Ghana Ltd	Personnel Responsible for New Alliance Project	Interviewed
	Africa Cashew Initiative	Personnel Responsible for New Alliance Project	Interviewed

	Sab-Miller Ghana	Personnel Responsible for New Alliance Project	Not Interviewed
	AGCO International	Personnel Responsible for New Alliance Project	Not Interviewed
SECONDARY STAKEHOLDERS			
Beneficiaries	Farmer Based Organizations (3)	Leadership of farmer organizations	Interviewed
	Farmer Households (5)	Household heads from farming communities in rural Greater Accra	Interviewed

General observations and challenges with the primary data collection exercise

Because of the relatively short time period available for the surveys, the low response rates with the initially selected DPs and private companies could not be made up for with replacements. After establishing contact with the private companies and DPs, the questionnaires were forwarded via email and, in a few cases, provided in person. A lack of familiarity with the contact persons for the NAFSN, the absence of contact persons from the country during the study period, or contact persons' unwillingness / unavailability to fill out the questionnaire were the main reasons that affected the response rate. In addition, some of the private companies could not be contacted because telephone numbers were not operational or because there was simply no response. This low response rate is a major limitation of the study; it is worth noting that the low response rate from the private sector was also highlighted in the previous Ghana New Alliance-Grow Africa report for 2015-2016.

3. Analysis of Data and Results

This section summarizes findings from the study on the assessment of the performance of the New Alliance for Food Security and Nutrition in Ghana since its launch in 2012. It explores progress made in achieving commitments by key stakeholders (government, development partners, and private companies), in addition to factors contributing to success and constraints contributing to underachievement. The findings are based on analysis of secondary and primary data collected from three private companies (Ecobank Ghana Ltd, Okata Farms and Food Processing, and GIZ ComCashew), two development partners (Japan and USA), the Government of Ghana (Ministry of Food and Agriculture, Ministry of Land and Natural Resources, and the Ghana Statistical Service), and two farmer-based organizations. The analysis was conducted to answer five main research questions:

- What progress has been made on implementation of New Alliance for Food Security and Nutrition commitments set out in the Country Cooperation Frameworks?
- In what ways has the New Alliance for Food Security and Nutrition increased responsible investments and improving business practices in agriculture?
- What types of contributions has the New Alliance for Food Security and Nutrition made toward the specified desired impacts?
- To what extent are the public and private programs derived from New Alliance for Food Security and Nutrition commitments coordinated with current public priorities at country level?
- How has the management and governance of the New Alliance for Food Security and Nutrition initiative supported implementation in each country and/or at continental level?

3.1 Progress on Implementation of New Alliance for Food Security and Nutrition Commitments Set Out in Country Cooperation Frameworks

Analysis of data and findings for the NAFSN partners (government, donors and private companies) are detailed in the following section. Overall, significant progress has been made by the various partners in achieving the goals set out in the Country Cooperation Frameworks.

3.1.1 Private Sector

With respect to the USD 169.7 million investment commitment, 37% had been achieved as of 2016. In 2015-2016, USD12.8 million was invested in the cassava, maize, sorghum, and ethanol value chains. A total of seven companies reported on progress toward their commitments in this period; five companies reported performing well ahead of schedule or on plan.

The next section presents results for three major private companies: Africa Cashew Initiative (now GIZ ComCashew), Okata Farms and Food Processing, and Ecobank Ghana Ltd.

3.1.1.1 GIZ ComCashew

GIZ ComCashew constitutes a multi-stakeholder partnership to reduce poverty and improve nutrition among a growing number of smallholder farmer households by enhancing the competitiveness of the cashew sector. The firm's parent company is based in Germany, but the firm is jointly owned by both local and foreign partners. In Ghana, the company's headquarters are located in the capital city of Accra. GIZ ComCashew is involved in the production, processing, and supply of cashews and serves both local and international markets. With respect to assets, the company is worth 85 million euros in cash and physical assets and employs about 5,800 workers. The company maintains a presence on the African continent, with branches in Ghana, Benin, Burkina Faso, Cote d'Ivoire, Mozambique, and Sierra Leone.

Under the New Alliance for Food Security and Nutrition program, GIZ ComCashew aimed to better link the processing industry to enable the sourcing of about 60 percent of raw cashew directly from farmers and to use grant funding to assist private sector projects in order to raise farmer productivity. While the productivity target appears to have been wholly met, the first target of linking farmers with the processing industry has been only partially met. According to GIZ ComCashew, sourcing cashews from local farmers proved to be difficult due to the high demand and buyer competition from both local and international companies. The high prices paid by international companies combined with the low output/productivity of farmers often crowds out local processing companies like GIZ ComCashew. Thus, the second objective of raising farmer productivity remains critical. Efforts will also be required by local processing companies to raise their cost competitiveness in order to be able to match the prices offered by their competitors and thereby contribute to improving living conditions among producing communities.

A number of factors were noted to have contributed positively to the company's operations. These include closer collaborations with research institutions and MOFA, which facilitated access to improved inputs and high-yielding cashew varieties. Closer collaborations between the Ministries of Agriculture, Trade and Industry, and the Cashew Initiative, were also critical by ensuring alignment and harmonization of activities in the cashew industry.

3.1.1.2 Ecobank Ghana Limited

Ecobank Ghana Limited's parent company is based in Togo. In Ghana, the firm's headquarters are based in Accra, with assets valued at over Ghc8bn and a staff of about 1,600 individuals. The company has 68 branches in the country, although no branches are found in the Upper East and Upper West regions of the country. Ecobank Ghana Limited had three main targets specified under the NAFSN initiative: (i) to continue improving access to affordable finance for the agricultural sector by promoting market access, ensuring market supply consistency, and enhancing market return; (ii) to provide USD 5 million in lending to agri-SMEs in rice, maize, and soya value chains over the next seven years, with a particular goal of extending medium-term lending; and (iii) to expand access to finance to include nucleus farm operators, aggregators and traders, processors, agro-inputs and supply companies, transportation and mechanization services companies, or farm-based organizations.

Using a scale of 0-4, in which 0 is least achieved and 4 is fully achieved, Ecobank received a score of 3 from respondents for the first target and a score of 4 for the other two targets. Regarding target 2, for instance, over the span of 4 years, about USD 17 million, or more than three times the NAFSN commitment, has been invested. A number of factors can explain the successful achievement of the bank's targets, including excellent collaborations with development partner agencies such as USAID; large corporations such as Nestle and Guinness; aggregators such as YEDENT; farm groups such as SAVBAN; input dealers such as ENEPA; and the Grain Council and Commodity Exchange.

In order to promote market access and ensure market supply consistency, farmers and aggregators were linked with large industry players such as Nestlé and Guinness. To ensure market supply consistency, Ecobank advanced loans to aggregators and input dealers to finance the activities of farm groups. This increased access to inputs and finance increased farm productivity and market supply consistency. In addition, capacity building received from USAID enhanced Ecobank's understanding of the maize, rice, and soya bean value chains, facilitating improved investment decisions by the bank. Moreover, liaising with microfinance institutions made it possible to reach small-holder farms in localities which the company had previously been unable to reach directly. For example, through support to MASERA (an aggregator), Ecobank was able to grant loan facilities to over 10,000 farmers in the northern part of the country.

Some challenges were also faced by Ecobank, particularly with respect to the warehouse receipt system. In order to improve market access and enhance market returns, Ecobank collaborated with the Grain Council and the Commodity Exchange to run the warehouse receipt system, in which farmers keep their harvested crops in secure warehouses and obtain inventory receipts in exchange. These inventory receipts are transferable and can be sold/exchanged for cash with aggregators or financial institutions. In order to achieve this, however, a legal instrument to regulate the activities of the Commodity Exchange is required. This instrument was not launched, and hence warehousing operations did not commence, until October 2017.

Although there have been a number of other collaborative initiatives with government institutions and the private sector that have increased investment in the agricultural sector, the NAFSN initiative contributed to the momentum of this observed change within the sector. From the Bank's perspective, it has been able to channel a lot of funds into the agricultural sector. Additionally, a lot of resources have been contributed to training and capacity building for farmers and aggregators.

3.1.1.3 Okata Farms and Food Processing

Okata Farms and Food Processing is a locally owned, limited liability company involved in the production and processing of grains, cocoa, oil palm, and cassava. It is based in the Volta Region of the country, has a net worth of approximately Ghc5m, and employs 32 permanent workers and 502 casual workers, as well as a network of 3,000 out-growers.

The company had specified a number of targets to be achieved under the NAFSN framework; in order to measure its level of achievement, the firm was asked to self-assess its progress with these targets by giving a score ranging from 0 to 4. The first target was to expand Volta Region out-grower operations for organic food crops and to introduce new commercial production by investing USD 4,364,000. The local firm awarded itself only 2 points for this target, meaning that the target was only partially met. Although lands under cultivation have increased from 1,500 acres to about 7,000 acres currently, the major challenge has been the procurement of machinery, such as combine harvesters and ridgers, which is necessary for the production of foodstuffs in commercial quantities. The high cost of importing these machinery (including high import duties), combined with difficulties experienced in clearing goods from the country's ports, have reduced the accessibility of this machinery, thus hindering the target of expanding production to higher commercial levels.

A second target was to increase company-owned farming land by 2,150 ha by 2015 in order to scale up production of palm fruit, rice, maize, cocoa, plantain, sorghum, mango, chillies, and cassava, as well as to significantly boost the number of jobs available in the local community (with a strong emphasis on hiring more youth). With a score of 4, the company noted that it had exceeded this target; company land has increased by more than the originally stated 2,150 ha. The ability to acquire these lands was attributed to good relationships with the local leaders (i.e., chiefs).

On its target of providing technical training to out-growers to increase overall efficiency and productivity, as well as to improve crop yields and incomes, the company gave itself a 4 rating. It emphasized that it provides regular agronomic training to its out-growers. Additionally, the firm provided training on basic business and record-keeping, post-harvest technologies, and the warehouse receipt system. The latter helps to avoid receipt of low prices as a result of poor storage practices.

3.1.2 Government

As mentioned previously, the Government of Ghana made 15 specific commitments grouped into 4 areas: commitments on inputs policy, land and resource rights and policy, policy institutions, and enabling environment for investment. All 15 commitments were due by June 2016. The 2016 assessment report indicates that 53 percent of the commitments have been met, while 47 percent have yet to be met. The greatest level of progress was recorded in commitments on inputs policy (83 percent), while the lowest (0 percent) were recorded in the areas of enabling private sector investment and land and resource rights and policy. In the area of policy institutions, 75 percent of the commitments have been met.

In 2017, the survey instruments were administered to two departments within MOFA (the Plant Protection and Regulatory Services Department (PPRSD) and the Crop Services Department (CSD)), as well as to administrators of the GCAP, which is affiliated with both the Ministry of Lands and Natural Resources and MOFA. In general, the findings confirm the 2016 results. In the following sections, we analyze progress with the policy actions set out in the NAFSN cooperative agreement.

i. Regulations developed to implement the new Seed Law

The Seed Law, which was passed 2010, is intended to provide the framework for all seed registration activities in the country. Financial and technical expertise from AGRA have been instrumental in the establishment of standards for seed classification and certification. Total investment by AGRA amounted to about USD 50 million on Ghana's seed sector. Although the Law is being followed for all registration activities, the legal instrument (The Ghana Seed Regulation) has yet to be passed. The final draft of the seed regulation has recently been returned by the Attorney General's office for some changes to be made before it is re-sent to Parliament for consideration.

Regarding the establishment of a seed registry system, all crop varieties provided by research institutions in the country have been registered and catalogued. Protocols have been fully established for the registration of all cereal and legumes. However, the challenge remains with trees (including citrus) because no established protocols currently exist for trees. To ensure that tree crop varieties developed by Ghanaian research institutions are duly credited to them, there was an agreement to catalogue all varieties of tree crops. A *template*, based on the established protocols for cereals and legumes was jointly developed by the research institutions and crop services directorate under the Ministry of Agriculture. This template only acts as a temporary guide to enable research institutions to document their tree crop varieties.

Draft protocols for testing varieties of cereals and legumes have been developed, with the exception of tree crops. All standards for seed classification and certification have also been developed and harmonized to conform to the West African seed classification system. The Final seed regulation has been returned to the Parliamentary Select Committee on subsidiary legislation for approval and onward submission to the Parliament. The Seed Council and the Ministry of Agriculture will have to wait for the Parliamentary Select Committee to complete its work on the final draft.

Regarding the authorization to conduct field inspections, seed sampling, and seed testing, all of the protocols for field inspections, seed sampling, and seed testing are currently contained in the Seed law (ACT 803). Standards for seed classification and certification are also provided in the Seed Law. However, laws for plant breeders' rights and plant variety protection are still pending.

With respect to the development of New Agricultural Input policy for Fertilizer and Certified Seed Use, the Government has clearly defined roles in fertilizer and seed marketing, as outlined in the National Seed Policy and National Fertilizer Policy, which were developed with assistance from Food and Agriculture Organization (FAO). There were some initial challenges regarding which institution (the Ghana Standard Authority or the PPRSD) had the mandate to work on defining the roles of various stakeholders. Eventually, both institutions have agreed to collaborate on this activity.

The Government's Council for Scientific and Industrial Research (CSIR), Grain and Legumes Board, and the private sector, also have very clearly defined roles, as outlined in Act 803 of the national policy document. Although the policy document outlines the role of private sector in breeding, it is the opinion of the Plant Protection and Regulatory Services Department (PPRSD) that the sector does not appear to be fully committed and involved in plant breeding. Currently, all breeding is being done by the government.

ii. Creation of a secure investment climate for investors through reductions in transaction costs and risks

This target was to be achieved through the creation of a database of suitable lands for investment, in addition to the legal registration of agricultural lands in the country. This target also involved the creation of lease agreements for 5,000 ha of land, in addition to the establishment of clear procedures to channel investor interest to the appropriate agencies.

The creation of a database of available lands for investment purposes has not been entirely successful, largely due to the unwillingness and/or inability of the private sector to generate approximately USD 40 million in funding stipulated in the the proposed Public-Private Partnership (PPP) arrangement. The existing funds were therefore reallocated to the establishment of a digital library for all lands, under the Irrigation Development Authority. As a result of the failure to create the land banks, the goals of registering 1,000 ha, 4,500 ha, and 10,000 of land by 2013, 2014, and 2015, respectively, have also not been met. Rather, farmers are being assisted in obtaining some form of documentation for their plots, such as Memoranda of Understanding (MOUs), in order to guarantee a degree of legal formal possession over the land for agricultural purposes. Currently, about 43 large-scale farmers in the Savulegu district are being assisted with securing land titles for commercial agricultural purposes.

In contrast, model lease agreements, such as the Model Commercial Agricultural Lease Agreement and Community/Investor Guidelines for Large-Scale Land Transactions, have been developed and are currently in use by the Lands Commission. These have been translated into various local languages in order to facilitate increased use. Although some leases have been executed using the NAFSN model lease agreement, it is difficult to ascertain the exact number of land transactions that currently use these lease agreements.

Similarly, with respect to the generation of clear procedures to channel investor interest to appropriate agencies, there appears to have been satisfactory progress. The implementation of an investment tracking system to monitor all investments in the agricultural sector has been particularly instrumental in achieving this target.

iii. *Support a transparent, inclusive evidence-based policy formulation process based on quality data and sound evidence that leads to increased investment in agriculture*

The final framework policy actions under this policy target include the conduct of a New Ghana Agricultural Production Survey (GAPS), which was to be released by June 2016. The GAPS forms part of a national strategy to strengthen Ghana's agricultural statistics system in order to inform policy formulation and implementation. Started in only two districts, this survey has currently been expanded to cover 60 districts. The use of new data collection technologies, such as computer-assisted personal interviewing (CAPI), has made it easier and more efficient to collect and process the necessary data. Two waves of the survey have been completed to date and have been disseminated and employed for evidence-based policymaking.

3.1.3 Development Partners

Development partners have made varying degrees of progress with their financial commitments. For instance, Japan has fulfilled over 200 percent of its initial commitment to spend USD 34 million between 2012 and 2015. Canada also has surpassed its commitment of about USD 70 million, instead spending about USD 85 million. In contrast, the European Union had not disbursed any of its USD 37 million commitment by 2016. France has reached 13 percent of its commitment, while the United Kingdom has reached 11 percent. As representatives of the EU, France, and UK were not available for interview, we could not ascertain the reasons for their delayed disbursement of funds. In the following sections, we focus on Japan and the USA, as they provided detailed information on the progress made with their funding commitments and other targets, as well as the challenges faced.

i. Japan

With respect to funding, Japan had initially committed to spend USD 34 million. By 2016, it had spent over USD 100 million, representing an increase of 221 percent in intended disbursements. Japan also set three other targets under the NAFSN initiative. The first target aimed to enhance the productivity of small-scale farmers through capacity building. The second target aimed to provide support to enhance rice cropping techniques, promote modernized agriculture, and introduce a value chain approach. The third target aimed to support agricultural commercialization in Ghana. Using the same scale of 0 to 4 presented earlier, Japan scored 3 for the first and second targets and 2 for the third target.

With regard to target 1, questionnaire responses indicate that since 2016, the Japan International Cooperation Agency (JICA) has built the capacity of small-scale farmers, Ghana Irrigation Development Authority (GIDA) staff, and staff members of the Ministry of Food and Agriculture (MOFA) on rice irrigation management using the Kpong Irrigation System. To ensure continuity and viability of the irrigation system, GIDA and MOFA staff have been trained to manage the system independently. JICA also facilitated the establishment of formal charges for the use of water from the irrigation facility. The support was provided through the establishment of Water User Associations, which were instrumental in establishing the earlier-mentioned irrigation service charge (ISC). These service charges have since been approved and backed by the Government of Ghana. The ISCs are essential for the improvement of farmer productivity, as the funds collected from these farmers are directed toward the maintenance and management of the irrigation facilities in order to ensure continuous supply of water to smallholder farms.

Regarding target 2, respondents confirmed that support has been provided in the form of capacity building for extension agents, farmers, GIDA, and MOFA staff on modern rice cultivation techniques. In spite of the fact that JICA has provided training to rice farmers, extension officers, etc. on modern rice cropping techniques, the desired results have not been fully achieved. This is primarily due to the comparatively low-quality seeds used by Ghanaian rice farmers. Compared with other rice varieties from Vietnam and Thailand, the technologies adopted do not yield the optimum desired impacts.

Finally, regarding target 3, where the least amount of progress was observed, there have been some attempts made in commercializing agriculture in Ghana. These have ranged from networking and interacting with the private sector in the agricultural value chain, such as seed developers, farmers, millers, aggregators, wholesalers, land development service providers etc.; to direct support from JICA for two pilot Water User Association (WUA) establishments in the Eastern region (Asuare and Akuse) in October 2017; to assisting with scaling-up decisions for the commercialization of rice production in the country. In order to commercialize agriculture, the government's plan is to transfer the management of developed irrigation schemes to the private sector (specifically small and medium enterprises, or SMEs); however, the capacity of SMEs to efficiently manage irrigation schemes remains limited, since the management of such schemes have typically been carried out by GIDA.

A number of reasons given for the underachievement of the WUA-related target. Given the recent introduction of WUA in the country, there remain some financial and technical constraints. On the technical side, staff of GIDA and MOFA appear to lack the appropriate experience to properly regulate the activities of the WUA. Additionally, the establishment of WUA can be time-consuming, as it involves the registration of individual farmers. This registration exercise is compounded by staff's lack of experience, which further slows the process. Financial constraints have also arisen due to various activity costs.

ii. United States

The United States had pledged by far the largest amount to NAFSN efforts in Ghana: USD 225 million. By March 2016, it had disbursed only about 46 percent of this amount. Nevertheless, the USA has made the largest financial contribution to the NAFSN in Ghana. In addition, USA also set four other main targets: to increase agricultural productivity, expand market linkages, increase access to finance, and improve Ghana's business enabling environment. Generally, the respondent rated all of these targets as fully achieved.

The first target of increased agricultural productivity of maize, rice, and soya beans was focused primarily in the northern zone of the country. Through USAID's Agricultural Development and Value Chain Enhancement (ADVANCE) project, the productivity levels of maize, rice and soya have been significantly improved. This was made possible through the adoption of a value chain approach in which farmers were linked to finance, inputs, equipment, and information through nucleus farming (commercial farmers) and aggregators who have the capacity to invest in these value chains. About 122,134 small farm holders were reached (47.5 percent of whom were women). Between 2014 and September 2017, beneficiaries' productivity levels had increased to 3.33 Mt/Ha, 2.9Mt/Ha, and 2.17 Mt/Ha for maize, rice, and soya bean, respectively, compared to a national average of 1.77Mt/Ha, 2.7Mt/Ha, and 1.63Mt/Ha for maize, rice, and soya bean, respectively.

The second target was to expand market linkages; this was accomplished through direct linkages between farmers and aggregators and businesses, as mentioned previously.

The third target of increasing access to finance was achieved through USAID's Financing of the Ghanaian Agriculture Project (FinGAP). Small-holder farmers were able to access needed finance for their operations through this project. USAID facilitated cash loans to beneficiaries in close collaborations with financial institutions, such as Ecobank Gh. Ltd. Between October 2014 and September 2017, about USD 3,669,923 cash loans were disbursed to beneficiaries.

3.2 Contribution of the New Alliance for Food Security and Nutrition in Increasing Responsible Investments and Improving Business Practices in Agriculture

As presented in the methods section, the analysis and results focus on investments that promote positive impacts and avoid negative impacts in the context of environmental, social, and governance concerns.

3.2.1 Government

From the government's perspective, the establishment of the seed systems and guidelines for land registration reduce the uncertainty surrounding the procurement and use of land for agricultural purposes. The seed registration system also provides protection for breeders and provides a more formal structure for the accreditation and identification of individuals with specific breeds.

From a gender perspective, a number of policies have helped to create an enabling environment for increased investment by women in the agricultural space. Although policy targets are not disaggregated by gender, the general perception of government agencies is that gender issues have been adequately addressed in the policy design:

- Women are prioritized in out-grower schemes; additionally, women are offered opportunities to work on projects if they are displaced as a result of large-scale private investments.

- Women in Agricultural Development (WIAD), a technical directorate of the Ministry of Food and Agriculture, are frequently involved in policy strategy development and ensure alignment with gender issues.
- Women appear to be taking a lead in maize breeding at reputed institutions like the Savannah Agricultural Research Institute (SARI) and CSIR, which feeds into the policy design process.

Regarding the identification of specific policy implementations in which women's issues are adequately represented, the following answers were given:

- There is a deliberate attempt to include women on the Seed Council, as defined by the Seed Law. Indeed, two representations on the Council are reserved for women.
- Given women's hesitation to use certified seeds, sensitization exercises are often carried out to educate women regarding the importance and benefits of using certified seeds. Additionally, some certified seeds are often modified to suit the preferences of women.

3.2.2 Development Partners

There appears to be varied views with respect to the role played by the NAFSN in facilitating an enabling investment environment within Ghana in general. Creating an enabling environment that attracts different types of investors is important for addressing the various aspects of the ESG issues, as different investors may favor different aspects of these issues. Responses from Japan and the USA are summarized below:

i. *Japan*

From the perspective of the JICA representative, the New Alliance for Food Security and Nutrition (NAFSN) Initiative has not been wholly instrumental in the facilitation of an improved environment for attracting foreign investment into the agricultural sector. This is partly due to the inactivity and lack of visibility of the Alliance, as well as to the presence of other programs, such as the Tokyo International Conference for African Development (TICAD), which involve special initiatives and private sector engagement/involvement in the agricultural space. Other initiatives such as the Principles of Responsible Agricultural Investments (PRAI) from FAO and World Bank appear to be more visible in this regard.

ii. *USA*

The NAFSN initiative can be credited with increasing some responsible investments and business practices in agriculture in the country, chiefly through its ability to bring together the major players in the agricultural space. For instance, the NAFSN initiative attracted a well-established foreign investor, DuPont Pioneer, to Ghana; by working directly with research institutions in the country, this investor was instrumental in the development of a drought-resistant yellow maize variety that can be used to feed the high and growing demand for maize in the poultry industry.

According to USAID, through the Agricultural Development and Value Chain Enhancement (ADVANCE) Project, over 12000 smallholder farmers (about 986 women) have been trained on the use of maize and soybean in enhancing household nutrition.

3.2.3 Private Companies

Okata Farms invests heavily in women and youth by providing employment for these groups. About 80 percent of the firm's workers are women, and half of these are youth. Additionally, the 20 percent of males hired by the company are all youth. Okata Farms' final contribution to investment within the ESG context has been the establishment of irrigation schemes through the construction of a number of boreholes; this helps to ensure year-round cultivation of crops.

This local firm felt strongly that the NAFSN Alliance (Grow Africa) played a large role in its investments in the agricultural sector. Specifically, Grow Africa organized a trip to Kenya, in which a number of firms were exposed to and educated on operations in the agricultural sector in Kenya and East Africa; Grow Africa also arranged subsequent training for local Ghanaian firms. Okata Farms was also granted access to some high-yielding varieties of cassava, which led to higher output than the (local) existing varieties. Through the exposure to agricultural practices in Kenya, the firm also learned about animal husbandry and how products from this subsector could be used to make compost for use on crop farms, leading to reduced fertilizer costs.

3.3 Contribution of the New Alliance for Food Security and Nutrition Towards Farmers' Productivity and Income Levels

3.3.1 Private Sector

i. GIZ ComCashew

Information was solicited from GIZ ComCashew regarding the perceived effects of the New Alliance for Food Security and Nutrition (NAFSN) program on farmers' productivity and income levels, in addition to farmers' access to needed inputs for production. Table 2 summarizes the company's responses regarding these changes in farmers' access to inputs and general productivity since the inception of the New Alliance for Food Security and Nutrition (NAFSN) program in 2012.

Table 2: Perceptions of GIZ ComCashew on the Effects of the NAFSN on Farmer Productivity and Well-Being

Category	Perceived change from 2012	Reason(s)
Access to inputs	Increased	Collaborative efforts of crop research institutes and Ministry of Agriculture
Access to finance/ credit	Increased	International buyers often provide capital needs in order to ensure constant supply from local farmers
Access to markets	Increased	Better linkages between local farmers and foreign buyers
Productivity	Increased	Improved planting materials, in addition to better agronomic training programs and practices
Farmers' incomes	Increased	International demand for raw cashew products. For instance, price of cashew has increased from Ghc0.20 per kg to Ghc8 per kg.

Generally, the firm felt that farmers' productivity, incomes, and general well-being have considerably improved from their 2012 levels.

ii. Ecobank Ghana Ltd

Table 3 summarizes Ecobank's perceptions of the impacts of the NAFSN Initiative. The firm perceived that farmers' access to inputs, credit, and markets had increased since 2012. Additionally, farmers were perceived to have experienced increases in productivity and incomes.

Table 3: Perceptions of Ecobank on the Effects of the NAFSN on Farmer Productivity and Well-Being

Category	Perceived change from 2012	Reason(s)
Access to inputs	Increased	By advancing loans to input providers and aggregators, farmers are able to access improved seeds and fertilizer for their operations. For example, ENEPA, a fertilizer dealer, receives financial support and is then able to supply inputs to farmers on credit basis.
Access to finance/ credit	Increased	Ecobank grants direct loans to aggregators, who also extend the loans to the farmer groups or individual farmers who pay at a later date in the form of cash or harvested produce. In addition, by liaising with microfinance institutions such as Builsa and Sinapi microfinance, farmers are able access finance for their farm operations.
Access to markets	Increased	Through the direct linkage of farmers with manufacturers and processors, such as Nestle and Guinness, farmers' access to markets have been enhanced.
Productivity	Increased	In past years, there have been increased post-harvest losses and less access to inputs and markets. Now, due to the collaborative efforts of NAFSN stakeholders, farmers have access to the needed inputs and finance to support their farm operations, which has implications for their productivity.
Farmers' incomes	Increased	Increased access to markets and increased yields due to increased access to finance and inputs have translated into improved farmers' income. Feedback from USAID, a NAFSN Initiative development partner, suggests that gross margins for maize, rice, and soya have increased from 283USD/Ha, 254 USD/Ha, and 267USD/Ha to 759 USD/Ha, 641 USD/Ha, and 531USD/Ha, respectively.

iii. Okata Farms

Table 4 summarizes findings of the perceptions of Okata Farms of NAFSN impacts. As with the other private companies, this firm perceived that farmers' access to inputs and markets, as well as productivity and incomes, had increased since 2012. With respect to farmers' access to credit, however, this firm had a different perception.

Regarding food security, farmers' responses suggest that food security has improved from 2013 levels:

"*Previously farmers were not necessarily eating what they grew. In recent times, farmers have been educated on the importance of balanced meals. They have received training on how to blend the crops that they grow on their farmers to produce more nutritious foods. Also, as a result, they also have a more diverse food. Due to the increased income, farmers can now afford to buy other types of food that they do not have. All these have improved the food security of the farmers.*" (Okata Farms and Food Processing, Proprietor)

Table 4: Perceptions of the Effects of the NAFSN on Farmer Productivity and General Well-Being, Okata Farms and Food Processing

Category	Perceived change from 2012	Reason(s)
Access to inputs	Increased	The company directly provides improved seers and other inputs to its out-growers
Access to finance/ credit	Decreased	Banks and other financial institutions do not appear to be willing to grant loans to farmers. Investments are therefore possible primarily through the reinvestment of profits
Access to markets	Increased	The local firm buys directly from out-growers and feeds a large proportion of the domestic market. Additionally, produce are also bought for the processing activities of the firm.
Productivity	Increased	This is due to improved planting materials and training programs on good planting and other agronomic practices. These have gradually led to increased productivity. For example, before 2013, the average yield of grains per acre was between three to four bags. Now, after a constant gaps training, average yield is about 22 to 24 bags per acre.
Farmers' incomes	Increased	Due to increased access to inputs, periodic training on good agronomical practices, and increased access to market, farmers have experienced increased incomes. For example, before the activities of the company in the area, women relied more on their husbands for money (which was less than Ghs100). More recently, after harvest seasons, women are able to make as much as Ghc5000 if yields are good.

3.3.2 Farmer-Based Organizations (FBOs)

Two FBOs in the rice sector, Lolonyo Rice Farmers Cooperative (Somanya district) and Star Farmers Association (Akatsi district), were interviewed; their perception of farmers' access to inputs and markets, in addition to changes in employment, income, and food security levels between 2012 and 2017, are summarized in the following sections.

i. Access to Inputs and Markets

With respect to access to inputs, FBOs reported that their members had better access to credit facilities, in addition to seeds and fertilizers. One FBO experienced a transition to a newly discovered rice seed variety due to this variety's improved characteristics. Greater emphasis was placed on the regularity of these inputs, as they were often available on time for harvest or planting seasons. Access to inputs appears to have a favorable effect on farmers' productivity, as illustrated by the quote below:

> "*For instance, when there was no access to inputs I could only get 85bags from my farm. Since I got access to improved inputs now I can get as much as 120 bags from the same land size. Even though last season was bad, my productivity was still better at 96 bags compared to my previous situation.*" (Rice farmer, Star Farmers Association- FBO)

FBOs also noted improved access to markets, with private companies often available to buy and distribute excess production. Activities of nucleus farmers also appeared to be important for agricultural households, as farmers could expect their excess production to be purchased by these bodies. This access to ready markets has increased production and productivity of both farmers and FBOs, as typified by their continued year-round production.

There was some concern among FBOs however, regarding decreases in the demand for local rice. In periods when demand is particularly low, farmers note that the associated price decline adversely affects their income levels and their wellbeing.

ii. Food Security and General Welfare

Farmers gave the highest rating for the question regarding the change in their income from 2012. They noted that due to GCAP activities in their communities, they no longer needed to borrow funds to feed their families or pay for wards' fees, as the production and sale of their rice products now provided sufficient revenue. In one case, the best rice farmer in her district attributed her success to increased access to inputs and finance, which led to increased production and higher income.

Due to closer collaborations between the Government of Ghana and the private sector, employment for out-growers, as well as security and machine operation, has increased. The findings also suggest that different tasks and employment opportunities were assigned to men and women. For example, while men worked on machine operation, women often worked in administrative capacities or in certain aspects of crop production.

The processing of rice products among the FBOs led to higher incomes and employment opportunities:

> "*... Other members have also started processing their produce. For example, most of the farmers now process their paddy rice to rice flour. Now we are able to employ several other people to assist us on the farms. More women have gotten work to do. For most of the work, women do it much better. Eg. Picking the weeds, threshing the rice...because they are more*

> *meticulous. In terms of that, more women have been employed than men*." (Rice Farmer, Star Farmers Association- FBO)

Food security status also appears to have improved since 2012; this improvement was attributed to close links between FBOs and nucleus farmers. Indeed, in both FBOs and household beneficiary surveys, it was reported that all food security measures had improved between 2012 and 2017. As reported by a farmer:

> "*Because my finances have improved, now we do not eat less preferred foods. At first, we used to eat only banku. but now, we eat whatever we want. Now we have access to more variety of foods. The portions have also increased. Now we can eat and feel very satisfied. With respect to number of meals, definitely we can all eat 3 times. Especially with children, they all get three meals a day. For the adults, if we have reduced number of meals per day, it is only because we made the choice to eat less and not because the food is not available. For instance, in my case, because of my work, I only eat twice a day although I do have enough food in my house. Adults do not sacrifice for children to eat anymore. Everybody has enough food to eat. We no longer have to go and ask our family and other households for food. We do not go to bed hungry. I have abundant food in my house. I farm other crops so my household has food all the time*." (Female Rice Farmer, Somanya)

Suggestions on how the NAFSN could improve the activities of farmers and FBOs were mainly related to increased access to farm machinery, as summarized below:

> "*Even though there is improvement, there is more room for improvement. We need more assistance. Especially with more pumping machines to irrigate our lands. Acquisition of the new machines will go a long way to improve our situation. Also, during the rainy season, we are not able to manually harvest our crops and that affects our productivity due to the limited availability of harvesters. Most of the machines are second-hand and therefore breaks down easily. So perhaps, brand new machines will be more efficient*." (Rice Farmer, Lolonyo- FBO)

Other suggestions included regular training on good agronomic practices and financial management. Additionally, training on effective bargaining and negotiation skills was highlighted, in order to help farmers negotiate successfully with other potential buyers for better prices.

3.4 Coordination of Public and Private Programs derived from New Alliance for Food Security and Nutrition Commitments with Current Public Priorities at the Country Level

The GCAP is the single largest NAFSN-derived program in Ghana; thus, the following analysis focuses on how well this program is coordinated with public priorities at the national level. The GCAP program was established in 2012 under the auspices of MoFA, with a total investment support of USD 145 million. Of this amount, USD 100 million is a credit from the World Bank (International Development Association (IDA)), while the remaining USD 45 million is a USAID grant.

In general, GCAP appears to align with national objectives in the area of access to farmland and large-scale land transactions, promotion of irrigation, and linking smallholders to major markets (see GCAP website: http://gcap.org.gh/about/).

Regarding access to farmland and large-scale land transactions, GCAP produced a "Model Lease Agreement" (MLA) to guide investors and land owners on large-scale land transactions. To offer further guidance to investors, two other documents have been produced as guidelines and recommendations;

in addition, the program has set up a mechanism to match interested land-owning communities with interested investors. In the area of irrigation, GCAP facilitated passage of the "Water Users Association (WUA)" Law of May 2016, which guides the formation and operations of Irrigation Water Users on irrigation infrastructure constructed by the Government and other parties on behalf of or in concert with the Government. In terms of actual infrastructure and area irrigated due to GCAP, 3,000 hectares of land have been developed in the Nasia-Nabogo Inland Valley for improved rain-fed rice production; this has helped to boost local rice production, which is a major objective of the Government of Ghana.

3.5 Management and Governance of the New Alliance for Food Security and Nutrition Initiative

A major contribution of the NAFSN in Ghana has been the creation of a platform that brings together the main partners (i.e., the Government, donors, and private sector actors); this platform has been particularly important for the private sector, which has often been ‘side-lined’ in decision-making processes. Indeed, discussions with private firms indicated a high degree of commitment to investments within the agricultural space, as well as a willingness to be involved in major decisions pertaining to this sector. Thus, this platform has the real potential to improve implementation through broader consultation.

The NAFSN can also create opportunities to increase implementation effectiveness in the private sector, as demonstrated in the case Okata Farms, in which a trip to Kenya organized by Grow Africa exposed the firm to different investment opportunities and entrepreneurship in the agricultural sector. Lessons and contacts from this trip triggered innovations and interventions that enabled the company to enhance its investment and practices.

However, as in the cases of Benin and Nigeria, previous assessment reports for Ghana also highlighted the need to strengthen the management and governance of the New Alliance. Indeed, most stakeholders decry the lack of a central entity to monitor and assess progress in the implementation of NAFSN activities. The findings suggest a sharp decline in the initiative’s initially strong momentum, leading to the impression that the NAFSN Initiative was not active in later years. A number of stakeholders, especially in the private sector, appeared to not clearly understand exactly what the NAFSN Initiative aimed to accomplish. The failure to maintain the initiative’s momentum also means that opportunities to scale up initially successful interventions or to adjust areas where progress has lagged have been missed. Several respondents highlighted the need to raise the level of awareness of the initiative within and outside the government, including through holding more frequent review meetings on a monthly basis. Respondents also recommended mainstreaming the review and monitoring of the NAFSN into existing processes and institutions, particularly the monthly Agriculture Sector Working Group meetings, the annual Joint Sector Review, and the activities of the Agri-business unit of the Ministry of Food and Agriculture.

4. Lessons Learnt and Policy Recommendations

Ghana joined the New Alliance for Food Security and Nutrition (NAFSN) in 2012; this study aimed to explore what progress has been made in achieving commitments made by major stakeholders, what constraints were faced in achieving set objectives, and what steps can be taken to improve outcomes. The assessment was conducted using primary data collected from the Government of Ghana, development partners, private sector actors, and farming households and farmer-based organizations. A number of positive scalable contributions have emerged from the assessment, as have areas where there is room for improvement.

Areas of successful scalable contributions

With respect to agribusiness and farming, the NAFSN initiative has contributed to the improvement of investment and business practices in agriculture in Ghana. This is reflected in the level of investment and the range of activities by local and foreign agribusiness and financial companies, which have been instrumental in the development of new seeds varieties, increased access to financing, expansion of processing, increased productivity, sales, and incomes, and improved food security among beneficiary communities.

The establishment of the seed systems and guidelines for land registration and use have created an enabling environment to encourage private sector involvement in the agricultural sector. For example, 500 ha of land was secured by Anyarko farms for vegetable farming under the current lease guidelines, which reduce the uncertainty surrounding the procurement and use of land for agricultural purposes. The seed registration system also provides some protection for breeders and a formal structure for the accreditation and identification of individuals with specific breeds.

Contributions have also been made to increased market access. For instance, Premium Foods, a private firm and an NAFSN stakeholder, served as a major purchase of cereals (maize, rice, and soya bean) from smallholder farmers. Ecobank, a financial firm and stakeholder in the NAFSN, also increased loan disbursement to farmers through the initiative. Smallholder farmers report increased access to inputs, as well as increased productivity. This increased productivity was attributed to the access to improved inputs and technical expertise, as well as to the provision of free storage facilities for farmers.

Close collaboration between private companies and research institutions and MOFA also contributed positively, facilitating access to improved inputs and high-yielding crop varieties. The Public-Private Partnership, through the matching grant and the closer collaborations between the Ministries of Agriculture, Trade, and Industry, was also instrumental in ensuring alignment and harmonization of activities, especially in the cashew industry.

Areas for Improvement

There seems to have been a failure to sustain the initiative's initially strong momentum, leading to the impression that NAFSN was not active in later years. A number of stakeholders did not appear to understand exactly what the NAFSN aimed to accomplish. The failure to maintain the initiative's momentum also means that opportunities to scale up successful interventions or to adjust areas where progress has lagged have been missed.

Recommendations made in the 2016 report validation workshop are still valid. These include: (i) strengthening of local-international private sector linkages; (ii) mainstreaming of NAFSN processes into on-going processes and institutions; (iii) improving specification and monitoring of the commitments; (iv) prioritizing access to land, finance, and infrastructure; (v) increasing focus on food crops and smallholder farmers in order to better contribute to food security; and (vi) improving buy-in from all stakeholders. These all remain important, as support for the NAFSN appears to be weakening over time. It is also recommended to mainstream the review and monitoring of the NAFSN into existing processes and institutions, particularly the monthly Agriculture Sector Working Group meetings, the annual Joint Sector Review, and the activities of the Agri-business unit of the Ministry of Food and Agriculture.

Appendix Table - Fieldwork Plan of Ghana

Actors	Possible Respondents	Information Required	Data Collection Techniques	Analytical Approach
Fieldwork Stage 1 ***Government Agencies***	Focal persons at the Ministry of Agriculture, Lands and Natural Resources	Commitments made; the extent of achievement; coordination, monitoring and evaluation techniques; concurrence of NA with other policies; limiting factors etc.	Key person's interviews – face-to-face using interview guides.	Narrative/Themes Descriptive statistics
	Focal persons at identified policy institutions (two)	Ascertain the involvement of policy institutions in the National Agricultural Survey and verify how accessible this survey is for the purposes of research Find out if any research has already been carried out and the findings shared with the ministry	Key person's interviews –face-to-face	Narrative/Themes Descriptive statistics
Private Sector	Key persons from identified list of 10 firms	Commitments made; the extent of achievement; business operations, type and number of jobs created, persons employed, out grower schemes; monitoring and evaluation techniques; limiting factors, etc.	Key person's interviews –face-to-face using interview guides or telephone survey	Narrative/Themes Descriptive statistics
Donor Agencies	Focal persons for three identified donors	Commitments made; the extent of achievement; coordination, monitoring and evaluation	Key person's interviews-online/email survey or face-to-face where possible	Narrative/Themes Descriptive statistics

		techniques; concurrence of NA with other policies limiting factors etc.		
Beneficiaries: farmer Organizations and farm households	Five farm households and three farm-based organizations	Degree of participation in NA project; benefits experienced, before and after impact on income, food security and livelihood on individuals and the community; the policy environment, limiting factors, opinions for the future	Key persons interviews using interview guides -face-to-face, Focus Group Discussions	Narrative/Themes Descriptive statistics
Fieldwork Stage II ***Government***	Key persons identified for in-depth surveys	Detailed information will be solicited concerning matters arising from Fieldwork Stage 1	Case studies	Inferential statistics; comparative case analysis
Private Sector Organizations	Key persons identified for in-depth surveys from three private sector firms	Detailed information will be solicited concerning matters arising from Fieldwork Stage 1	Case studies	Inferential statistics; comparative case analysis
Donors	Two donors will be selected for in-depth surveys	Additional information will be solicited concerning matters arising from Fieldwork Stage 1	Case studies	Inferential statistics; comparative case analysis
Beneficiaries ***Farmer organizations***	Three farm households and one farmer based organization	Detailed information will be solicited concerning matters arising from Fieldwork Stage 1	Case studies	Inferential statistics; comparative case analysis

ANNEX IV

New Alliance for Food Security and Nutrition: Assessment for Nigeria

AN ASSESSMENT OF THE NEW ALLIANCE INITIATIVE IN NIGERIA

Final Report

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Executive Summary

The New Alliance for Food Security and Nutrition is committed to the achievement of sustained inclusive, agriculture-led growth in Africa. The initiative is promoted by the African Union (AU) and supported by key global development partners, such as the G8, and implemented in line with the principles of the Comprehensive African Agriculture Development Program (CAADP). In Nigeria, this commitment spans the Government of Nigeria, the private sector, development partners, and civil society organizations.

The New Alliance for Food Security and Nutrition brings together a range of stakeholders to promote responsible private investment in African agriculture in order to benefit smallholder farmers and reduce hunger and poverty. Public and private stakeholders in the New Alliance have committed to policy changes and investments with the intention of accelerating the implementation of African country plans for improving food security and nutrition.

The purpose of this work is to assess the performance of the New Alliance for Food Security and Nutrition four years after its establishment, to assess what is working well and what can be improved upon, and to identify new opportunities to better achieve the initiative's objectives. This assessment adopted a mixed method evaluation approach to generate robust evidence regarding the performance of the initiative. Secondary data was collected from previous reports and online information about private companies. The primary data collection included project site visits, surveys, and key informant interviews.

The Government of Nigeria committed to thirteen broad policy actions containing 27 specific commitments which may be classified into six groups: Land and Resource Rights and Policy, Enabling Environment for Private Sector Investment, Inputs Policy, Nutrition, Resilience and Risk Management, and Trade and Markets. Overall, 9 (33.3 percent) out of these 27 policy commitments have been fully achieved and completed, while 18 (66.7 percent) have been only partly achieved. Six development partners (the European Union, United Kingdom, Japan, France, Germany, and the United States of America) committed to providing funding equivalent to about USD 476.6 million; thus far, USD 293.8 million have been disbursed by development partners, representing almost 70 percent of due commitments. As of 2016, Japan and the United Kingdom had disbursed more than their total commitments. Their disbursements of USD 5.1 million and USD 199.3 million corresponded to disbursement rates of 129 percent and 103 percent, respectively.

In Nigeria, 40 investors, consisting of 26 domestic investors and 14 international investors, issued Letters of Intent (LOIs). According to stakeholders, the major challenges that prevented the private sector from achieving the targets of the New Alliance have included port congestion, recession, political uncertainty, poor investor confidence, scarcity of foreign exchange reserve, overall macroeconomic situation, and illegal importation. As such, very few private sector organizations have been able to fulfill the commitments made. Actions taken to improve the agricultural policy environment in Nigeria have not yet been effective in reducing business risk, which will be needed to unlock the capital required for expansion and productivity improvements.

Nevertheless, this review of New Alliance's progress toward desired impacts showed that there have been noticeable improvements during the four-year period. In particular, the input value chain appears to be the most successful in terms of improving the enabling environment and relevant in positively impacting smallholder farmers.

Moving forward, key recommendations include: (i) strengthening technical and institutional capacities of program implementers and those involved in monitoring and evaluation, (ii) encouraging regular engagement of key stakeholders to raise the level of awareness of the initiative, fostering donor alignment with sector priorities, encouraging private sector investments, and steering implementation toward desired outcomes; (iii) mainstreaming New Alliance review and reporting processes into sector-wide review and dialogue processes to promote comprehensive sector reviews, mutual accountability, and mutual learning; (iv) improving alignment of commitments under future programs with sector policies and programs; and (v) finalizing all partially completed policy commitments under the New Alliance in order to increase private sector investments.

1.0 Introduction

The aim of this report is to assess the performance of the New Alliance for Food Security and Nutrition (NAFSN), four years after its launch in Nigeria. Specifically, the study aims to examine what progress has been made in achieving commitments made by major stakeholders (government, private companies, and development partners), what can be improved upon, and what constraints remain, as well as to propose new opportunities to better achieve objectives. Recommendations made at a stakeholders' validation workshop in 2016 underscored the need for an overall assessment of the Alliance, particularly against the backdrop of its objectives of generating employment and improving food security.

The New Alliance for Food Security and Nutrition, launched in 2012, represents a shared commitment between governments, the private sector, civil society actors, and development partners to achieve sustained, inclusive agricultural growth and to lift millions of people out of poverty by 2022 by stimulating private investment in agriculture in Africa south of the Sahara. The New Alliance was implemented through the alignment of commitments by: (i) African countries to develop national food security policies and programs; (ii) private sector partners to step up investment under the right conditions; and (iii) G8 countries to develop Africa's potential for sustainable, rapid agricultural growth. The New Alliance brought together 10 African countries (Burkina Faso, Côte d'Ivoire, Ethiopia, Ghana, Mozambique, and Tanzania, Nigeria, Malawi, Benin, and Senegal), some 200 private investors, the G7/G8 States, the African Union, and the New Partnership for Africa's Development (NEPAD).

Nigeria joined the New Alliance in 2013. The G8 members committed support within the agricultural sector to accelerate implementation of key priorities of Nigeria's Agricultural Transformation Agenda (ATA), including through the Grow Africa platform, with the overall goal of facilitating increased private investment and innovation. The Government of Nigeria reaffirmed its commitment to mainstream nutrition in all food security- and agriculture-related programs. Private sector representatives signed Letters of Intent (LOIs) to communicate their intention of investing in the agricultural sector in support of the ATA.

The Government of Nigeria committed to thirteen broad policy actions containing 27 specific commitments which may be classified into six groups: Land and Resource Rights and Policy, Enabling Environment for Private Sector Investment, Inputs Policy, Nutrition, Resilience and Risk Management, and Trade and Markets. The broad policy actions are in the areas of seed and fertilizer, agricultural financing, agricultural insurance, nutrition, land titling, Staple Crop Processing Zones (SCPZs), commodity exchanges, enterprise registration, and power availability. Key development partners (the European Union, United Kingdom, Japan, France, Germany, and the United States of America) committed to funding the equivalent of about USD 500 million for Nigeria's agricultural sector between 2013 and 2016. Both international and local business firms also committed to making investments. Nigeria currently has 40 companies (26 Africa-based and 14 international firms) that have signed Letters of Intent, making investment commitments in the livestock, orange, rice, soybean, and sugarcane value chains. These 40 companies have committed to investing USD 5.1 billion in Nigeria's agricultural sector over 10 years.

An independent assessment of what has been achieved thus far under the initiative is important to assess progress toward agreed upon targets and to determine ways to improve upon underperformed actions. This study, which is embedded within a larger effort, is aimed at assessing the performance of the New Alliance for Food Security and Nutrition, four years after its launch. The output of this exercise will also feed into the synthesis report alongside assessments from Benin, Ghana, and Burkina Faso. It is expected that the lessons learnt will be used by organizations such as the African Union to improve the design of current and future endeavors on the agribusiness agenda.

2.0 Methodology

This section describes the methods, including data and sources, used to achieve each of the objectives of the study.

2.1. Analytical Methods

Assessing progress in implementing the New Alliance commitments set out in Country Cooperation Frameworks

This assessment is primarily based on analysis of secondary data comparing the actual achievements made by New Alliance partners to their stated commitments. In the case of the government, for example, analysis will examine the enactment or proclamation of policies compared to the policy actions committed. With respect to development partners, analysis will focus on pledged funding versus amount disbursed or received. For the private sector, administrative data on achievement of targets or goals stated in Letters of Intent will be analyzed. Qualitative data on perceptions and opinions based on surveys and interviews with the different partners will be used to determine the factors contributing to success, the commitments that have been met or achieved, and the constraints and challenges faced.

Assessing ways in which the New Alliance is increasing responsible investments and improving business practices in agriculture

Responsible investments mean investments that promote positive outcomes and avoid negative ones. With respect to the government, this will involve analysis of regulatory and enforcement practices related to policy actions. In the case of donors, details of programs supported will be analyzed. For the private sector, this will involve analysis of various aspects of companies' structures and practices (e.g. employment, contract farming/suppliers, knowledge transfer, value chain segment, business model, international versus local target market, etc.).

Assessing the types of contributions that the New Alliance is making toward specified desired impacts, such as increased incomes and food security

Undertaking a rigorous impact assessment of the New Alliance is beyond the scope of this study. However, because the commitments to responsible investments represents one pathway to increased productivity, incomes, and food and nutrition security, it is possible to make broad statements regarding the likely contribution of the New Alliance to additional increases or growth in these outcomes beyond 2013 compared to the average increase or growth in these outcomes prior to 2013. This effect can be interpreted as the general or combined effect of the New Alliance and other initiatives or programs with similar impacts and pathways. Key informant interviews with farmers and representatives of farm-based organizations regarding their perceptions and opinions of changes in outcomes since 2013, and the reasons for those changes, will be used to further understand the initiative's impact.

Assessing the extent to which public and private programs derived from New Alliance commitments are coordinated with current public priorities at the country level

This will involve analysis of data from surveys and interviews with the New Alliance partners and other stakeholders (e.g. civil society organizations) on the extent to which New Alliance programs align with various indicators, such as shared objectives and goals with the government's strategy and investment plans, involvement of the government in managing programs, and use of government financial and procurement systems.

Assessing how the management and governance of the New Alliance initiative is supporting implementation in each country and/or at the continental level

Reviews of annual reports and analysis of data from surveys and interviews with the New Alliance partners and other stakeholders will be used.

2.2. Data Collection Methods

The secondary data collection process involved reviews of existing New Alliance reports to obtain information on the commitments made, the level of achievement, the factors driving success, and the limitations experienced. In addition, information on firm sizes, assets, business models, location, sources of funding, value chain, contact information, targets in Letters of Intent, and affiliates were compiled from additional data sources. The primary data collection included project site visits, surveys, key informant interviews, and focus group discussions. Table 1 shows the summary of the methodological approach/ field work plan used in the study.

Primary data collection

The fieldwork was carried out in two stages. In the first stage, an overall survey and assessment was carried out; this involved oral interviews/discussions, and the introduction of the survey and survey instruments to all stakeholders. This process served to identify, prepare, and refine the list of parastatals and possible respondents among government agencies and within the different departments. It also helped in the selection of firms which were still actively implementing the LOIs as agreed upon; in addition, this first stage aided in the identification of development partners with on-going NAFSN-related or associated projects and the identification of farmer-based organizations (FBOs). Finally, it led to the adoption of a more suitable approach to final beneficiary selection, data collection, and analysis.

The survey instruments were developed through a participatory approach involving the country consultants, donors, and project coordinators. These stakeholders reviewed the draft questionnaires, as well as the procedure for assigning scores, several times before a final agreement was reached and the instruments were approved.

In the second stage, identified key persons completed the questionnaires, either via email or through oral interviews in offices and at the project sites. Additional information was obtained through Skype meetings and phone calls when required.

Key Persons and Organizations

Key persons in government organizations, private companies, and representatives from the development partners were identified for this assessment. This section presents the key persons and organizations identified for interviews and surveys and the actual number of respondents from each of the groups of stakeholders.

(i) **Government:** The government agencies and legislative arms responsible for formulating and enacting policies were contacted regarding progress on the implementation of policy commitments, factors that have influenced the achievement of expected level of progress, gender issues, and ways to improve the New Alliance to better support increased private sector involvement. Key stakeholders and representatives of Federal Government agencies/parastatals — including the National Assembly, chairman house committee on agriculture, the Federal Ministry of Agriculture and Rural Development (FMARD), the Federal Ministry of Finance, The Federal Ministry of Industry, Trade and Investment, The Bank of Agriculture and relevant presidential initiatives — were contacted through emails and personal visits. The questionnaires were administered to all of these agencies, with the exception of the Federal Ministry of Finance and the Bank of Agriculture; the Federal Ministry of Finance conceded that all necessary information could be obtained from the Ministry of Agriculture, while the key contact person at the BOA had been transferred.

Other relevant parastatals/agencies and government initiatives that were identified and participated in the survey include the Agricultural Research Council of Nigeria (ARCN), the National Seed Council, the Nigeria Agricultural Insurance Company, and the Nigerian Agribusiness Group (NABG). At FMARD, the Departments of Agricultural Extension, Rural Development, Inputs Supply and Services, and Agribusiness and Marketing responded to the questionnaire. The questionnaire was also administered to the policy analysts in the Regional Strategic Analysis and Knowledge Support System (ReSAKSS) and to the ECOWAS representatives attached to the FMARD on the New Alliance/Grow Africa initiatives. The Central Bank of Nigeria (CBN) and the Office of the President were not contacted because we were able to acquire the necessary information from these previously listed sources. A total of nine persons from the government agencies responded to the questionnaires.

(ii) **Private Sector:** Forty private sector companies (26 Africa-based and 14 international) have signed Letters of Intent, making commitments to invest in crop, livestock, and input sectors. Out of these, 65 percent of companies (i.e. 26) were selected to represent the areas of interest and different nodes of these value chains (input supply, production, processing, marketing, and distribution). Both national and international organizations, including performing and non-performing private investors, were considered when selecting these companies. Firms to be interviewed were selected based on the information generated from the reviews and communications with relevant persons/agencies (see Table 2)

Nineteen local and seven international firms were selected for the interviews, making a total of 26 organizations. Two of these companies (International Development Group and Unilever) were removed from the list due to incorrect contact information. Of the 24 that were left and were contacted, only five companies (21 percent; three local and two international firms) responded. These firms were reached through visits, repeated phone calls, and emails.

(iii) Development Partners: Key development partner organizations contacted for the survey include Japan International Cooperation Agency (JICA), Nigeria (Senior Representative & Project Officer), United States Agency for International Development (USAID-Feed the Future team lead), Global Affairs Canada (Development Officer & First Secretary Development), Delegation of the European Union to the Federal Republic of Nigeria, AFD-France, GIZ, and Department for International Development (DFID) United Kingdom. DFID facilitated contacts with other development partners and projects directly associated with the NAFSN. Key informant interviews were conducted with representatives of JICA, USAID, and Global Affairs Canada. In addition, JICA and USAID filled out and returned the donor questionnaires. The USAID Feed the Future team project sites in Ondo and Oyo states were also visited.

(iv) **Other Interviewees:** Direct beneficiaries of some projects linked to the New Alliance under the USAID (MARKETS II) and DFID (PropCom)) were interviewed. These interviewees include 16 individual farmers and representatives of 5 Farmer-based Organizations: Adejubu Ifesowapo Farmers' Cooperative Society, Ondo State; Farmers' Development Union (FADU), Oyo State and Abuja, All Farmers Association of Nigeria (AFAN), Abuja; Adamay Multipurpose Cooperative Society, Niger State; and IDD Development Global Venture Cooperative, Taraba state.

Challenges with the primary data collection

The low response rate from the private sector presented a major limitation to the study. It is worth noting that the low response rate from the private sector was also highlighted in the previous Nigeria New Alliance-Grow Africa report for 2015-2016. In this current study, out of the 24 (17 national and 7 international) private companies selected to be interviewed, survey responses were received from only 5 companies (3 national and 2 international), despite several calls, visits, and emails. As well, direct beneficiaries of only two projects — USAID (MARKETS II) and DFID (PropCom) — were identified and interviewed, given the relatively short time period available for the assignment.

Table 1: Fieldwork Plan of Nigeria

Actors	Possible Respondents	Information Required	Data Collection Techniques	Analytical Approach
Fieldwork Stage 1 **Government Agencies**	Focal persons at the Ministry of Agriculture, the National Assembly, etc.	Commitments made; the extent of achievement; coordination, monitoring and evaluation techniques; concurrence of NA with other policies; limiting factors, etc.	Key persons' interviews – face-to-face using interview guides.	Narrative/themes descriptive statistics
Private Sector	Key persons at all performing and non-performing organizations	Commitments made; the extent of achievement; business operations, type and number of jobs created, persons employed, out grower schemes; monitoring and evaluation techniques; limiting factors, etc.	Key persons' interviews – face-to-face using interview guides.	Narrative/themes descriptive statistics
Donor Agencies	Focal persons for donor/agencies/countries	Commitments made; the extent of achievement; coordination, monitoring and evaluation techniques; concurrence of NA with other policies limiting factors etc.	Key persons' interviews-online/email survey or face-to-face where possible	Narrative/themes descriptive statistics
Others NGOs, farmer Organizations etc.	Community leaders, focal persons at farmer organizations, NGOS, male and female beneficiaries. Farmer organizations will represent each node of the value chain.	Degree of participation in NA project; benefits experienced, before and after impact on income, food security and livelihood on individuals and the community; the policy environment, limiting factors, opinions for the future	Key persons' interviews using interview guides, face-to-face, and focus group discussions	Narrative/themes descriptive statistics
Fieldwork Stage II				
Private Sector Organizations	20 (15 national and 5 international) organizations were sampled. These include two firms at each node of the	Detailed information on general business operations, markets, jobs created, out grower schemes; beneficiaries' response, the business	In-depth interviews using structured questionnaires and online/email survey.	Descriptive and inferential statistics; comparative case analysis

	value chain. Each firm will represent high and low performance at the node.	environment, interactions with other stakeholders, impact of the investment on households, limitations and expectations for the future.		
Beneficiaries Farmer organizations	50 farm households will be drawn from 5 companies working closely with farmers. The companies should be from each node of the value chain. Five farmer organizations from each node of the value chain will be selected	Detailed information on socio-economic characteristics, farm practices and other production systems, employment, income generation, food supply and utilization, interactions with government and private sector agents and private sector overall impact of the project and opinions on key issues.	In-depth interviews using structured questionnaires	Descriptive and inferential statistics; comparative case analysis
Government Agencies, Donor Agencies & New Alliance	JICA Nigeria (Senior Representative & Project Officer), USAID (Feed the Future team lead), Global Affairs Canada (Development Officer & First Secretary Development) Delegation of the European Union to the Federal Republic of Nigeria and ECOWAS (Project Manager, Economic Co-operation and Energy Section)	Aspects requiring further in-depth examination on policy, funding, and implementation	Key persons' interviews-online/email survey and face-to-face.	Narrative/themes descriptive statistics

Table 2: List of Private Sector Organizations Selected for the Survey Based on Value Chains

No.	Companies	Value Chain	Value Chain Node
Domestic			
1	The Elephant Group	Fertilizer (input) and Rice (crop)	Production, processing, marketing, and distribution
2	Okomu Palm Oil Company	Oil palm and rubber (crop)	Production, processing, and marketing
3	Eagleson and Nito concepts	Cassava (High Quality Cassava Flour; Crop)	Processing and marketing
4	Maslaha Seeds Limited	Seeds (input)	Production, marketing, and distribution
5	Famag Jal Nig. Ltd	Beef (Livestock)	Processing, marketing, and distribution
6	Ebony Agro Industries	Rice (crop)	Processing and Marketing
7	Premier Feed Mills	Livestock feeds (input)	Processing and Marketing
8	Dansa Holdings	Pineapple, tomatoes, rubber, citrus (crop) and dairy (livestock)	Production, processing and marketing
9*	Millstones FZE	Oil seed (crop)	Processing and marketing
10	Asset and Resource Management Company	Funding (input)	
11*	Doreo Partners (Babban Gona Farmers Services Nig Ltd)	Crops	Production, processing, and marketing
12*	ROM Oil Mills Ltd	Oil seeds (crop)	Processing and marketing
13	Export Trading Group	Mango, pineapple and citrus fruit (crop)	Processing and marketing
14	Dufil Prima Foods Plc	Oil seed (crop)	Processing and marketing
15	International Development Group	Oil pal and sugar cane (crop)	Processing and marketing
16	Unilever	Cassava (Starch; crop)	Processing and marketing
17	TeraGro Commodities	Cassava and rice (concentrate; crop)	Processing and marketing
18	Umza International Farms Ltd.	Rice (crop)	Production, processing, and marketing
19	Free Range Farms Ltd	Poultry (livestock)	Production, processing, and marketing
Foreign			
20	Heineken	Sorghum, cassava and sugarcane (crop)	Production, processing, and marketing
21*	AGCO International GmbH	Input (tractor)	Input
22*	West African Cotton Company Ltd (WACOT)	Soya beans, sesame (crop)	Production and processing
23	Swiss Reinsurance Company	Input	Input
24	Cargill Investment SA	Cassava (starch; crop)	Processing and marketing
25	PZ WILMAR LTD	Oil palm (crop)	Processing and marketing
26	Coca-Cola Company	Citrus, mango and pineapple (input support; crop)	Processing and marketing

* *Organizations that completed the questionnaire*

3.0 Analysis of Data and Results

3.1 Progress on Implementation of New Alliance Commitments

The 2015-2016 NAFSN report indicated that 31 percent of the government's policy commitments had been met as of 2016, while 69 percent were in progress. In that report, the completion rate was found to be highest under the actions devoted to seed and fertilizer production and distribution (input policy area), while the lowest progress was recorded under the land resource rights policy. This section presents the results of the 2017 assessment on the progress made thus far.

3.1.1 Government's Policy Commitments

The data in Table 3 and Annex 1 show the degree to which the government's policy commitments have been achieved. A total of 13 broad policy actions, containing 27 specific commitments, are reported in Nigeria's Country Cooperation Framework. Overall, 9 (33.3 percent) out of these 27 policy commitments have been fully achieved and completed, while 18 (66.7 percent) have been partly achieved. These 13 broad policies were further classified into 6 groups: Land and Resource Rights, Enabling Environment for Private Sector Investment, Inputs Policy, Nutrition, Resilience and Risk Management, and Trade and Markets. With respect to these areas, Table 3 shows achievement rates of 50 percent for Resilience and Risk Management, Trade and Markets, and Nutrition, compared to 37.5 percent for Inputs Policy.

The policy commitments under Inputs Policy that have been fully achieved include the review and revision of regulations for the implementation of the seed law; in addition, the draft seed policy to complement the law has been produced. According to the respondents, the revised seed act of 2017 is slated for third and public reading at the House of Representatives. With respect to the fertilizer distribution system, significant progress has been made in the form of improved transparency and private sector participation. Agro-dealers have been registered in a national database to develop the private sector input market, while farmers have been registered to improve the transparency of the Growth Enhancement Scheme (GES). Similarly, the National Policy on Food and Nutrition, which provides a policy framework for broader fortification coverage, has been revised to allow for the extension of bio-fortification and fortification to other staple foods.

Policy reforms have been slowest in Land and Resource Rights; none (0 percent) of the commitments under this policy have been fully completed. The commitments under this policy area include acquiring the consent and agreement of the National Council of States on the recommended regulatory framework for Systematic Land Titling and Registration (SLTR), fast-tracking of the SLTR in Staple Crop Processing Zones (SCPZs), and facilitating the extension of SLTR to all states, including information campaigns. Available records indicate that the Land Use Act Regulations were reviewed by the National Economic Council in 2014, but approval had not yet been given by the National Council of States. During the key informant interviews, respondents indicated that the delay stemmed from the change of government.

The general perception of key persons in this assessment regarding the government's commitment to the agricultural sector is positive, and actions taken to benefit smallholder farmers were perceived to have improved farmer's access to inputs.

Table 3: Progress in Meeting Government Policy Commitments

Policy Area	Number of Commitments	Fully Achieved	Partly Achieved	Least Achieved	Total
Land and Resource Rights and Policy	3	-	3 (100)	-	3 (100)
Enabling Environment for Private Sector Investment	8	2 (25)	6 (75)	-	8 (100)
Inputs Policy	8	3 (37.5)	5 (62.5)	-	8 (100)
Nutrition	4	2 (50)	2 (50)	-	4 (100)
Resilience and Risk Management	2	1 (50)	1 (50)	-	2 (50)
Trade and Markets	2	1 (50)	1 (50)	-	2 (50)

Source: *Field survey, 2017* ***Key:*** *Figure in parenthesis are in percentage*

3.1.2 Development Partner Commitments

Six development partners (the European Union, France, Japan, Germany, the United Kingdom, and the United States of America) are part of the NAFSN Country Cooperation Framework in Nigeria. The bulk of the information on funding and New Alliance activities is largely drawn from existing New Alliance reports, while the final paragraph in this section presents a summary of the information obtained from the interviews with JICA, USAID, and Global Affairs Canada.

Table 4 indicates progress made by development partners in meeting their financial commitments as of 2016. The European Union made a total commitment of USD 33.06 million, of which no funds have yet been disbursed. France made a commitment of USD 162 million and disbursed USD 25.55 million, representing 16 percent. France's program aimed at improving transport conditions in four Federated States of Nigeria, especially in rural areas and land-locked areas. Germany made a commitment of USD 37.54 million and disbursed USD 24.93 million as of 2016. Japan and the UK have actually disbursed more than their original total commitments and have the highest disbursement rates of 129 percent and 103 percent, respectively. The United States of America (USA) had the next highest disbursement rate, followed by Germany.

The USA maintained its commitment at USD 47 million for the period and disbursed USD 38.89 million, representing 83 percent. In line with the Government of Nigeria's priorities, the USA introduced Urea Deep Placement technology for rice and a root and tuber fertilizer blend for cassava; supported 42,000 resource-poor households to increase production, income, and nutrition; facilitated the formation of 512 producer groups and the establishment of 383 demonstration plots;

improved the income generation potential of resource-poor rural farmers through market-led and demand-driven interventions; and increased the number of farmers who stored their produce for sale on the market. The USA also contributed to more robust stakeholder meetings and validation processes for a country progress report, thereby increasing transparency and dialogue with the private sector, government, and civil society. In 2015, over 268,000 smallholder farmers were assisted through the introduction of new technologies on nearly 239,000 hectares, resulting in an increase in production of 763,019 metric tons. Assistance programs supported increased production, valued at USD 334.4 million.

Table 4: Financial Commitments by Development Partners (Million USD)

	European Union	France	Germany	Japan	United Kingdom	United States of America
Original Funding Intention (USD million equivalent)	33.06	162.00	37.54	4.00	192.97	47.00
Prorated Funding Intention (USD million equivalent)		108.00	na	3.00	192.97	47.00
Disbursement to Date		25.55	24.93	5.14	199.26	38.89
% disbursed through original funding	**0%**	**16%**	**66%**	**129%**	**103%**	**83%**

Retrieved from *2015/2016 New Alliance and 2016 workshop reports*

Japan made a commitment of USD 4 million and disbursed USD 5.14 million, representing 129 percent. In order to ensure food security, Japan supported efforts to improve rice cropping techniques (through a CARD-CAADP initiative) through improving research capacity, rural development, agricultural cooperatives, and facilities' management capacity. Japan also contributed to the establishment of a new grading standard for rice milling, which was developed in line with Nigeria's national standard. Enhanced capacity acquired by small-scale rice millers, parboilers, rice farmers, and traders contributed to the production of high-quality domestic rice by enhancing postharvest techniques and increasing access to market and business management. Post-harvest techniques, including de-stoning and parboiling, were well received and showcased as good practices in two districts in two States (Nasarawa and Niger States). As a result, the projects were extended to other states.

The United Kingdom (UK) made a commitment of USD 192.97 million and disbursed USD 199.25 million, representing 103 percent. A number of UK programs work toward building food security, developing rural and agriculture markets, raising farmers' incomes and livelihoods, making key markets more inclusive for the poor and women, and improving nutrition for children and mothers. PropCom Mai-karfi in Northern Nigeria expects to increase the incomes of over 500,000 poor people by up to 50 percent. Similarly, the Market Development in the Niger Delta (MADE) project aims to increase the incomes of 150,000 poor people (50 percent of whom are women) by 40 to 50 percent. The Growth and Employment in States Program (GEMS) builds the business environment, while the Child Development Grant (CDG) program provides cash transfers and nutrition education to 60,000 mothers in order to reduce child stunting and improve diets.

Figure 1 shows that the overall prorated funding came to USD 476.57 million, of which USD 293.8 million have been disbursed. This implies that development partners have met almost 70 percent of due commitments.

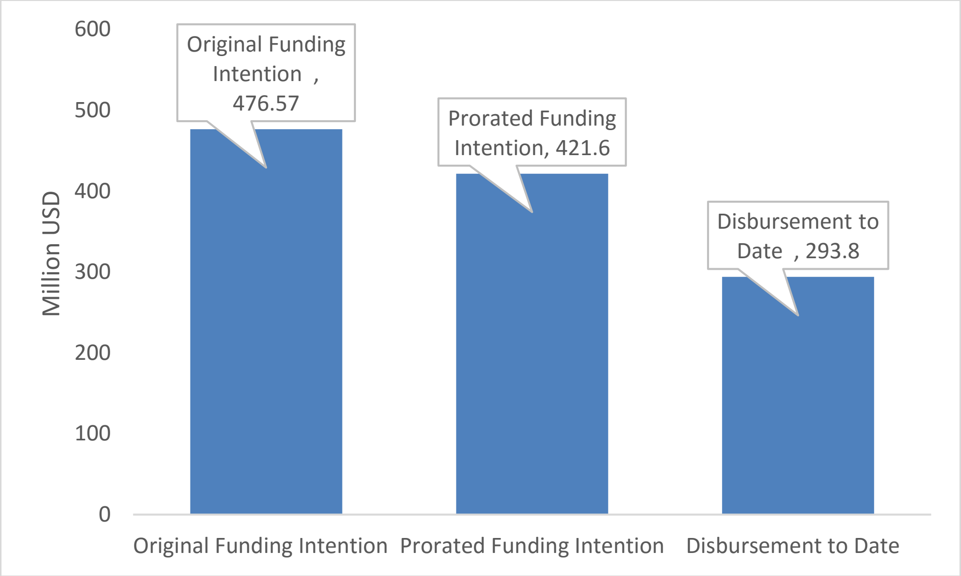

Figure 1: Progress in meeting Development Partners' Commitments (Million US$)
Source: *Nigeria New Alliance- Grow Africa Report, 2015/2016*

In-depth examination of the initiatives supported by JICA and USAID indicated that the level of achievement varied; while USAID was able to fully achieve 75 percent of its project goals, JICA did not achieve any project goals (Table 5). A major success factor that led to the achievement was identification of projects that address farmers' needs; major limiting factors were associated with Nigeria's economic downturn and poor project implementation. Further description of the projects and the achievements attained are given in Boxes 1 and 2.

Table 5: Project Goals Achievement

Agency	Number of Project Goals	Fully Achieved	Partly Achieved	Success Factors	Limiting Factors
JICA-Rice Technology	4	-	4 (100)	Good technology, which was widely adopted.	The need to disseminate technology on quality; poor implementation of relevant policies.
USAID-MARKETS II	4	3 (75)	1 (25)	Appropriateness of project; direct market linkage; farmers' willingness to learn and adopt new technology	The recession in the Nigerian economy and exchange rate fluctuations; this limited investment decisions by the private sector.

Source: Field survey, 2017

Box 1: JICA's Rice Parboiling Technology

From 2011 to 2016, JICA introduced improved parboiling technology under a technical cooperation project: the 'Rice Post Harvest Processing and Marketing Pilot Project (RIPMAPP) in Niger and Nasarawa States of Nigeria. The main aim was to improve the capacity of small-scale rice processors to produce quality milled rice and thus to improve farmers' income in the long run. The project was implemented in collaboration with the Federal Ministry of Agriculture and Rural Development (FMARD). The project utilized a false bottom as part of parboiling equipment, such as pots or drums. The rice produced by the technology showed remarkable improvement in quality, particularly in terms of color. The technology was successful and became very popular among parboilers in Nasarawa and Niger States; this success increased the demand for the technology and led to its dissemination in other states of the Federation. JICA partnered with IFAD, the World Bank, FADAMA, and state governmental entities in the dissemination process. JICA conducted sales trainings, after which partners provided additional trainings in their intervening states with JICA trainers; in other cases, JICA dispatched trainers to organize their own trainings. Other states which have benefitted from the project include Edo, Katsina, Kebbi, Ogun, Taraba, Osun, and Ekiti States. As of January 2018, 23,607 people in 21 states have been trained on this technology and 14,216 parboilers have adopted the technology. Based on results in the online report, adopters are generally satisfied with the better color of rice (white) and the higher prices obtained compared to the conventional prices received from the old parboiling method.

(see https://www.jica.go.jp/nigeria/english/office/topics/180123.html)

Box 2: MARKETS II - USAID

The Maximizing Agricultural Revenue and Key Enterprises in Targeted States II (MARKETS II) project was designed as a follow-up to the existing MARKETS and the Bridge to MARKETS II (BtM2) projects. MARKETS II aimed at strengthening agricultural competitiveness and food security in Nigeria by improving livelihoods in selected areas through improved productivity, increased value addition, increased commercialization of selected commodities and processed products, and an improved policy environment. Its implementation was guided by experiences gathered from the MARKETS/BtM2 projects, development partners, the Government of Nigeria, and detailed analyses of the value chains of commodities of interest — cassava, soya bean, sorghum, rice, and aquaculture (including soya beans and maize). These commodities were selected based on economic value, social/broad inclusiveness, and feasibility. The criteria for selecting targeted states included the value chains selected, presence of large number of farmers, potential partnerships, security dynamics, etc. The states selected were Kano, Rivers, Oyo, Sokoto, Kaduna, Kogi, Taraba, Kwara, Benue, Enugu, Ondo, Cross River, Niger, Delta, and FCT. The project benefitted hundreds of thousands of small-scale farmers through improved productivity and incomes; for example, rice production rose from 1.7 to 5 metric tons per hectare, thereby increasing farmers' profits and supplies to millers. The project stimulated production and linked producers to processors, suppliers, and financial institutions. Extension agents were engaged to educate lead farmers in improved methods and techniques; these farmers then served as role models and trainers for the surrounding community. In addition, the project engaged international and local partners to improve fertilizer use and soil fertility, developed agronomic and agricultural small business approaches, and provided technical support for aquaculture and agronomic training. Factors which guided the successful implementation of the project's activities include the markets approach to unleash the potential of the agricultural sector, the prioritization of agricultural inputs, linkages between farmers and sustainable markets as an exit strategy, and increased participation of women and youth for improved likelihood and food security status.

3.1.3 Private Sector Commitments

Nigeria currently has 40 companies with ongoing LOI commitments, of which 26 are Africa-based and 14 are international; these companies have committed to investing in the orange, rice, soya bean, and sugarcane value chains. As reported in the 2015-2016 New Alliance annual report, when the New Alliance agreement and commitments were signed in 2013, the total commitment by the private sector was about USD 3.8 billion over a 10-year period. Since 2013, more LOIs have been signed, with the additional investment commitments increasing the total commitments annually. The private sector has significantly increased investments; as of 2016 (three years into the 10-year period), USD 254, 448,448 worth of investment from 15 companies have gone into the agricultural sector, bringing the total investment to USD 1,395,734,257.

Regarding progress on the implementation of Letters of Intent, all five private companies (three local and two foreign-based) that responded to the survey showed satisfactory progress (Table 6).

These included Millstones FZE, ROM Oil Mills, Doreo Partners, West African Cotton Company (WACOT), and AGCO International GmbH.

Table 6: Progress in Implementation of Letters of Intent

Policy Area	No. of Commitments	Fully Achieved	Partly Achieved	Least Achieved	Comments
Millstones Fze/Millstones Agribusiness	4		1 (25.0)	3 (75.0)	Nigeria entered a recession, and the value of the Naira tumbled (from USD 1= N150 in 2014-2015 to USD 1 = N470 in 2016 and USD 1= N360 in 2017); as a result, initial capital was not enough to buy the necessary equipment (costing) USD 30 million). In addition, a number of investors pulled out of Nigeria because of the uncertainty surrounding the 2015 election and political situation. We decided to focus on and grow primary production to be able to meet the needs of other factories, pending when the national economy improves. None of our targets set as part of the company's New Alliance commitment were achieved.
ROM Oil	4	3 (75.0)			The major targets that the firm was unable to achieve is are the revenue targets. Factor responsible for this include exchange rate issues.
Doreo Partners (Babban Gona Farmers Services Nigeria Limited)	4	2 (50.0)	No response	No response	No response
West African Cotton Company Ltd (WACOT)	3	2 (66.7)	1 (33.3)	-	Dedicated efforts from the company side and support from the various stakeholders did help in achieving the target. Challenging working environment of Nigeria impacted the target date of completion.
AGCO international GmbH	3	-	3 (100)	-	Changing market conditions and changing governments leading to a revision in strategy,

Source: *Field survey, 2017* ***Key:*** *Figure in parenthesis are in percentage*

(a) Millstones Fze/Millstones Agribusiness Ltd

Millstones Fze/Millstones Agribusiness Ltd is a firm investing in Agro Allied Business with headquarters in Abuja, FCT. The firm's parent company is Infinera Ltd., based in Nigeria, and the firm is solely owned by local partners. With respect to assets, the company is worth USD 6 million in cash and physical assets and employs about 100 workers. The company has branches in Jere (Kaduna State), Panda (Nassarawa State), and Gbako (Niger State).

None of the targets set as part of the company's New Alliance commitment have been fully achieved. These commitments were: (i) establishing new Oil seed Processing Plants (1,500 tonne/day combined) and Vegetable Oil Refineries (300 tonne/day combined), with a capacity (from the first plant/refinery built) to process 180,000 tonnes of soya beans annually into vegetable oil and soya bean meal; (ii) establishing an animal feed mill for fish, poultry, and livestock feed production; (iii) expanding capacity of oilseed processing plants to 5,000 tonne/day; and (iv) initially employing 160 full-time staff and engaging 1,000 farmers/agro-extension workers, who will train and mentor other farmers/farmer groups.

Overall, the level of achievement of the organization with respect to NAFSN commitments was very low. The main factors that hindered the achievement of the set targets include recession, political uncertainty, poor investor confidence, and scarcity of foreign exchange. The first three targets did not see any progress due to a lack of sourcing of foreign exchange and the loss of value of the Naira; in addition, a number of investors pulled out of Nigeria because of the uncertainty surrounding the 2015 election and political situation. These factors eroded the company's investment value and thus prevented the company from raising the capital needed to finance the equipment. The fourth target was partially met. The firm has some staff on the farm sites and intends to hire and train more staff; in addition, it has also increased mechanization and expansion to guarantee primary production.

As a result of the challenges faced, the company focused on growing its primary production sector to meet the needs of its other factories, pending improvements in the national economy. The organization acknowledged that the fertilizer policy and subsidy helped resuscitate fertilizer blending plants and lowered the price of fertilizer in the market, thereby encouraging increased farming activities. However, beyond fertilizer availability, none of the Staple Crop Processing Zones (SCPZs) are functional, nor are the intended agricultural businesses.

Regarding how the New Alliance program can assist investors in making substantial progress on these targets, Millstones FZE asserted that New Alliance could help drive government policy on business and agriculture.

(b) ROM Oil Mills Ltd

ROM Oil Mills Ltd., a local firm, is a subsidiary of Flour Mills of Nigeria Plc. It is wholly owned by local partners. The company's headquarters is located in Ibadan, Nigeria. ROM Oil is involved in processing of high-quality oils, margarine, and spreads for cooking and frying. The firm employs about 598 workers. ROM Oil's New Alliance main target commitments were: (i) constructing a crushing and oil refinery at Alomaja, Ibadan, Oyo State; (ii) installing a plant with a palm kernel crushing capacity of 300 tonnes per day (tpd), a solvent extraction plant with a capacity of 500 tpd, and an oil refinery with a capacity of 400 tpd; (iii) sourcing soya beans from Kaboji Farms Ltd, crude palm oil, and palm kernel from Agri Palm Nig Ltd and partnering with Premier Feeds Ltd to purchase the by-products; and (iv) designing and implementing out-grower programs to engage local farmers in the cultivation of soya bean and oil palm. These targets have been fully achieved.

However, the firm was unable to achieve the target of increased revenue, due largely to fluctuating exchange rates. Despite this failure, the firm’s experience affirms that the New Alliance has boosted the achievement of the targets by improving government support through licensing.

(c) Doreo Partners

Doreo Partners contributed to lifting smallholders out of poverty through the Babban Gona Farmers Services Nigeria Limited. Babban Gona was created to specifically attract youth to agriculture and away from the looming instability of extremist groups. The services provided by Babban Gona are designed to optimize smallholder farmers’ crop yields, production costs, and agricultural output prices, thereby increasing profitability and improving households’ food security and livelihoods. The services include (i) training and development; (ii) financial credit; (iii) agro inputs; and (iv) output harvest and marketing support. All members receive these services in-kind, and the services form part of each member’s customized loan package, which is repayable at the end of the season. The firm is wholly owned by local partners. The company’s headquarter is located in Lekki, Lagos, and the firm has locations in Kaduna, Kano, and Katsina. The organization employs about 518 (67 full-time and 451 part-time) staff, who are involved in inputs, agricultural production, and sales and marketing.

Doreo’s New Alliance main target commitments include: (i) lifting 16,000 smallholder farmers out of poverty through tripling their yields and the price they receive for their end product through the training and development services provided as part of Babban Gona; (ii) graduating subsistence farmers to commercial farmers through Trust Groups that encourage best practices in farming; (iii) investing USD 50 million by 2015 in order to expand operations of Babban Gona in the Kaduna region and to expand to other southern states; and (iv) working with 4,000 Trust Groups on 20,000 hectares of land. The first two targets have been fully achieved, while the last two have not been fully achieved. Babban Gona has grown over 250-fold since its inception in 2012. In the 2017 season, 18,000 smallholder farmers were included the program. The Anchor Borrowers Program helps to reduce the cost of capital that is passed on to farmers for providing services. Babban Gona works closely with certified manufacturers to ensure that only quality agricultural inputs are distributed to their members. The firm is able to benefit from economies of scale by procuring inputs in large quantities, thereby providing those inputs to members at competitive rates (up to 10 percent less than the open market). As a result of these inputs, Babban Gona members are able to earn more due to the high quality of grains produced.

Doreo Partners did not provide any explicit comments on factors that supported or hindered the achievement/ implementation of the set targets.

(d) West African Cotton Company Ltd (WACOT)

West African Cotton Company Ltd (WACOT) is one of the largest producers and exporters of cotton in the region and is a subsidiary company of Tropical General Investments Ltd. The firm's parent company is based in Nigeria, although it is jointly owned by both local (1 percent) and foreign (99 percent) partners. In Nigeria, the company's headquarters is located in Lagos. WACOT is involved in the farming, manufacturing, branding, and supply value chains and serves both local and international markets. With respect to assets, the company is worth USD 300 million in cash and physical assets and employs about 1000 workers. The company has three branches in Lagos, Argungu, and Shagamu.

WACOT's New Alliance main target commitments were to expand production and processing capacity, as well as employment and out-grower farmer development by: (i) investing USD 40 million over 2 years in a 600 tonne/day soya bean crushing plant in Shagamu, Ogun State, directly employing 300 people; (ii) investing USD 30 million in a rice mill in Kebbi, Argungu, covering 3,000 ha out-grower farmers who will be provided with seeds, input credit, extension services, and training; and (iii) investing USD 20 million to double the capacity of an existing sesame seed hulling plant to 24,000 tonnes, while promoting an out-grower program in Jigawa & Bauchi states.

The second and the third targets have been wholly achieved; commercial production commenced on both targets on July 1, 2017 and September 1, 2017, respectively. The company was able to achieve these target commitments as a result of the dedicated efforts and support from the various stakeholders, including the Federal Government of Nigeria. Specifically, the government's revival of an export expansion grant helped to boost investments. However, the first target has been only partially achieved; this lack of progress stemmed largely from Nigeria's challenging work environment and an inability to find high-quality contractors to finish the job within the stipulated timeframe. The company representative asserted that almost all WACOT investments are based on the favorable policies from the Federal Government of Nigeria.

(e) AGCO Corporation

AGCO Corporation is an international company with headquarters in the United States of America. The company has an Africa office in Johannesburg, South Africa and is jointly owned by both local and foreign partners. AGCO is involved in the design, manufacture, and distribution of farm machinery. The company is also involved in grain and seed storage and protein equipment. With respect to assets, the company is worth USD 8 billion in net sales and employs about 14,000 workers. AGCO's New Alliance main target commitments were: (i) investing USD 6-8 million to establish a demonstration farm and training center in Nigeria, targeting large- and small-scale farmers, agriculture students, and local schoolchildren; (ii) providing infrastructure and technical support for mechanization, storage, and livestock systems, including after-sales services for commercial smallholders and emerging and large-scale farmers; and (iii) offering finance solutions and developing leasing models for tractor supply to small-scale farmers with little working capital. All three of the company's targets have been partially achieved. The AGCO future farm initiative is operational, and the full range of small tractors and implements have been developed and launched in the market. With respect to the third target, these finance solutions have already been established in South Africa, Zambia, Uganda, and Kenya, and there are plans to expand further to other areas; hence, other markets are undergoing review for possible capture.

Based on the responses of these five private organizations, the major challenges that affect private sector actors in achieving the targets of the NAFSN include port congestion, economic situation, changing market conditions, illegal importation, foreign exchange issues, political factors, and poor investor confidence. Suggestions for how the New Alliance can assist investors in making substantial progress on targets include: improving government support through licensing and input import subsidies and funding private sector investment at a low interest rate in order to provide real benefits to the agricultural sector by encouraging the participation of the entire value chain.

3.2 Contribution of New Alliance to Responsible Investments and Business Practices in Agriculture

This section assesses the likely contribution of the New Alliance to responsible investments and business practices in agriculture. Over the last five years, the Nigerian agricultural sector has grown by 4.5 percent per year on average. The last five years also witnessed unprecedented private sector engagement in agricultural development, with more private companies investing in the sector. Nigeria now accounts for some 40 percent of total private sector commitment to agriculture under the Grow Africa platform. New Alliance/Grow Africa has played a central role in establishing public- private partnerships in agricultural value chains. This investment has led to the creation of 26,912 jobs to date. In 2014, 850,350 smallholders were reached through the program, predominantly through the supply of input products and services, financial or data services, and training[1].

Through the Federal Government's Agricultural Transformation Agenda (ATA) program, for the first time, agriculture in Nigeria has become seen as a business rather than as a subsistence activity. The agricultural sector has witnessed tremendous progress and growth under ATA, and the momentum toward the actualization of the ATA's set goals continues to increase. The Growth Enhancement Support (GES) Scheme has provided an opportunity for small farmers to directly access input supplies, a critical factor with respect to primary production. In the past four decades, despite ever-increasing fertilizer subsidies by the government, no more than 11 percent of smallholder farmers received subsidized fertilizer from the government. Under the ATA, however, these input supply challenges have been reversed through an efficient and stress-free system of direct fertilizer delivery. The dispensing of fertilizer and other agro-inputs to farmers require farmers to register and provide biometric data; the National Farmers Registration Exercise has captured data for close to 10 million farmers in the National Farmers' database. Crop, livestock, and fisheries value chains have seen spectacular successes in primary production, processing, and marketing. The ATA has demonstrated that smart investment in farmers and in a positive enabling environment for the private sector to invest in agriculture can yield tremendous returns in the form of increased food supply, employment, and income generation.

[1] https://www.growafrica.com/countries/nigeria

Grow Africa undertook a qualitative survey on the enabling environment to assess the perspectives of LOI companies in Nigeria. The New Alliance 2016 Nigeria report revealed that companies in the Grow Africa partnership reported greater clarity on national agricultural plans, better structured value chains, and improved access to commercial partners. However, companies also expressed frustration regarding the investment environment, most notably the fact that agricultural policy has not yet been effective enough in reducing business risk, which is necessary to unlock capital for expansion and productivity improvements. The companies also noted that these policy constraints center on a lack of capacity at the national level to implement policy, as well as on the fact that policies are often not enacted into law and are therefore susceptible to change or to be frozen during times of political transition. Poor infrastructure – particularly power and water supply – also continued to hinder investment.

In the previous New Alliance reports (Joint annual progress report: 2014-2015; the 2014-2015; and 2016 Nigeria New Alliance - Grow Africa annual reports), companies in Nigeria also highlighted country-specific challenges in the enabling environment, including: lack of access to affordable finance, particularly for projects that require the use of foreign exchange, as foreign exchange policies remain very restrictive. Additional country-level challenges included: political risk due to elections; insecurity; uncertainty over future of crude palm oil (CPO) import regime; lack of policies to regulate meat production; low levels of mechanization resulting in high cultivation costs and high processing costs; weak transport infrastructure, particularly from northern Nigeria to Calabar; insufficient supply of affordable, high-quality raw materials for processors; lack of farmer aggregation; and delays in immigration clearance processes.

3.3 Contributions of New Alliance to Improving Incomes and Achieving Food and Nutrition Security

This section assesses the likely contribution of the New Alliance to achieving the desired development outcomes for agricultural productivity, incomes, food and nutrition security, and poverty reduction in Nigeria.

3.3.1. Trends in Key Outcomes

Since Nigeria joined the NAFSN in 2013, we assess the annual average change or growth in key outcomes by comparing the pre- and post-2013 periods. Figure 2a shows that agricultural land productivity grew faster during 2013-2016 than in 2009-2012. Improvements in agricultural input use among smallholder farmers, including through the achievement of government policy commitments aimed at improving the distribution of inputs, may have contributed to the increase in yields. Agricultural growth remained relatively strong in both 2003-2016 (4 percent) and 2009-2012 (4.9 percent). However, Figure 2a also shows that incomes, measured by GDP per capita, grew more slowly in 2013-2016 than in 2009-2012. This slow income growth in Nigeria can be attributed to lower global oil prices, which resulted in an overall deceleration in economic growth in 2016.

The Global Hunger Index (GHI) comprehensively tracks hunger at the country level across four indicators: undernourishment, child wasting, child stunting, and child mortality. Although the GHI for Nigeria improved after 2013, as shown in Figure 2b, hunger in the country remains at serious levels, indicating that more effort is needed to curb the relatively high rates of child malnutrition. It also appears that improvements in agricultural productivity have yet to translate into lower poverty levels, as the proportion of people living below USD 1.90 per day grew slightly during 2013-2016 compared to 2009-2012. Poverty averaged 58 percent in 2013-2016. The mixed performance across key outcomes underscores the need for concerted efforts by the Government of Nigeria and its development partners to raise the level of investment in agriculture in order to increase agricultural productivity growth and achieve more inclusive, broad-based poverty reduction.

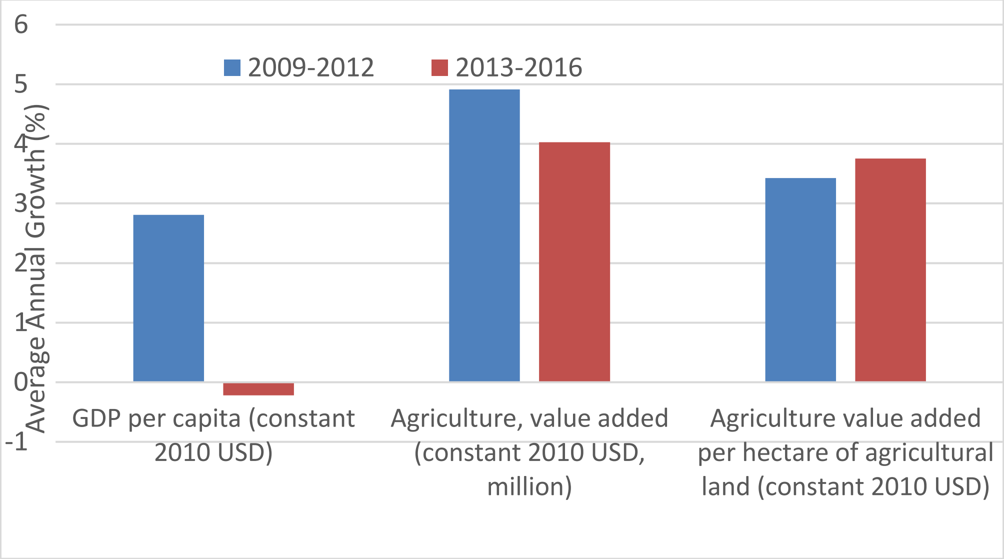

Figure 2a: Income and Agricultural Productivity Growth for Nigeria, 2009-2016
Source: ReSAKSS, 2017

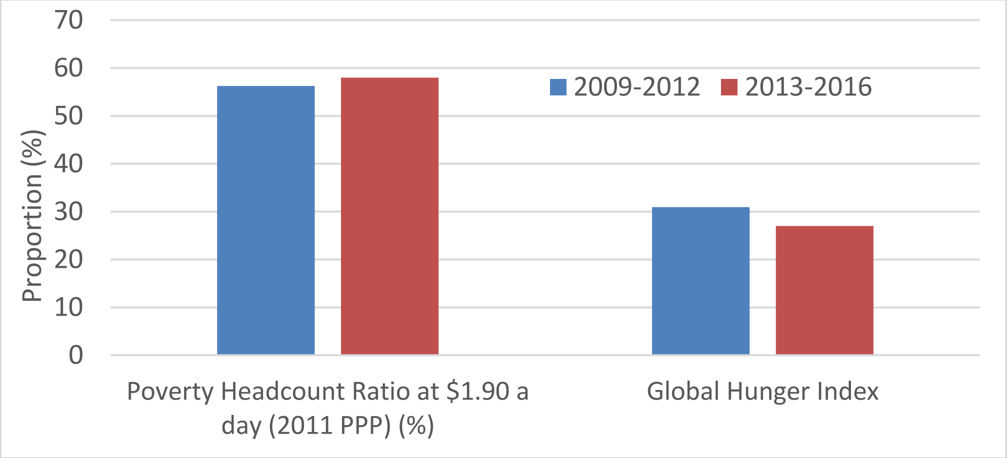

Figure 2b: Poverty Rate and Global Hunger Index for Nigeria, 2009-2016
Source: ReSAKSS, 2017

3.3.2 Perceptions of farm households and farmers' groups on improving income, food security and nutrition

A survey of the intended beneficiaries of the New Alliance (farm households and representatives of farmer groups) was conducted to further understand the impacts of the New Alliance based on beneficiaries' perceptions and opinions of change in outcomes since 2013, as well as the reasons for those changes. Since the responses presented in this section are from a small sample of 19 farm households and farmers' groups only, they should not be taken to represent the farmers' views more generally.

In written responses to a survey, a majority of the respondents (18 people) reported that farmers' incomes had increased since the New Alliance (Table 7). Reasons behind the perceived higher incomes include arrangements put in place by farmers' groups to provide collateral and training.

The majority of respondents (11 people) reported that since Nigeria joined the New Alliance in 2013, their access to finance and capital had not improved (Table 7). The respondents attributed this lack of access to finance and capital to: (i) a lack of access to loans for farmers, (ii) a lack of financial assistance, (iii) high interest rates and the need for collateral, and (iv) a lack of government support for farmers. However, the majority of respondents (18 people) indicated that they had better access to inputs (fertilizers and improved seeds) since the New Alliance. The introduction of the e-wallet and the National Farmers' database and the introduction of new, higher yielding crop varieties helped to achieve this result.

Although only 31 percent (6 people) of the respondents indicated that they have better access to markets since the New Alliance, these respondents indicated that improved access was due to the efforts of the farmers' organizations. A male farmer in Adejubu Ifesowapo Farmers' Cooperative Society, Igbatoro, Akure, Ondo reported:

> *"Farmer's Development Union (FADU) has been doing serious extension work on good agricultural practices with its members based on its activities. It has also linked them with market. The intervention in cocoa production has also recorded a high productivity. As a result of farmers' enlightenment, seminar and proper training on agronomic practices, there was improved productivity. The quality has improved while the quantity has increased"*.

The majority of respondents (18 people) reported improved productivity in the farm organizations' operations (Table 7). For example, the Babban Gona franchise model, which provides a holistic set of services including training and development, extension services, farm analysis, agricultural inputs, and harvest services, has increased farmers' productivity. Members of the Babban Gona program experienced increased average yields from 3.8 MT/ha in 2016 to 4.2 MT/ha in 2017; in addition, members earn over three times the national average of smallholder farmers.

A male farmer in Adejubu Ifesowapo Farmers' Cooperative Society, Igbatoro, Akure, Ondo reported:

> *"Babban Gona works closely with certified manufacturers to ensure that only quality agricultural inputs are distributed to our members. We are able to benefit from economies of scale from procuring in large quantities thereby providing inputs to our members at competitive rates that are up to 10% less than the open market".*

The increase in income stems primarily from increased yields, lower cost quality inputs, low-interest rate credit, and better pricing for produce. In addition, Babban Gona helps its members improve household nutrition by financing and providing access to Aflatoxin control technologies.

Table 7: Impact on Incomes and Access to Finance, Inputs, and Market since the New Alliance

Statement	Yes	No
Increase in farmers' income	18 (94.7)	1 (5.3)
Increase or better access to needed finance or capital by farmers	8 (42.1)	11 (57.9)
Increase or better access to inputs (improved seeds, fertilizer) to farmers	18 (94.7)	1 (5.6)
Increase or better access to market for organization	6 (31.6)	13 (68.4)
Improved productivity in organization's operations	18 (94.7)	1 (5.3)

Source: Field survey, 2017

Farm households and representatives of farmers' groups (19 in total) were also asked about their perceptions about changes in food security and nutrition since the New Alliance began (Table 8). Overall, survey respondents view the changes favorably in terms of its contributions to improving food security and nutrition outcomes since 2013. The majority of survey responses indicate improvements in the consumption of a variety of foods, meal portion sizes, number of meals consumed a day, reliance on family or friends for food on a regular basis, and share of households with food over long periods of time. As noted earlier, these perceived effects of the New Alliance should be interpreted as general or combined effects of New Alliance and other initiatives or programs seeking to achieve similar outcomes. Attributing these perceptions to the New Alliance alone is not possible and is beyond the scope of this assessment.

Table 8: Impact on Food Security and Nutrition

Category	Change since New Alliance Program Commenced		
	Worsened	Improved	No change
Consumption of preferred foods	3 (15.8)	14 (73.7)	2 (10.5)
Consumption of variety of foods	-	18 (94.7)	1(5.3)
Portion size of meals	-	18 (94.7)	1(5.3)
Number of meals per day	-	18 (94.7)	1(5.3)
Less restricted adult consumption (in favor of children)	-	18 (94.7)	1(5.3)
Reduced reliance on family or friends for food on a regular basis	-	18 (94.7)	1(5.3)
Less going to sleep hungry on a regular basis	-	18 (94.7)	1(5.3)
Less going without food for a whole day or night	-	18 (94.7)	1(5.3)
Less share of households with no food whatsoever for prolonged periods	-	18 (94.7)	1(5.3)

Source: *Field survey, 2017*

3.4 Coordination of New Alliance-related Programs with Current Public Priorities

The Comprehensive Africa Agriculture Development Program (CAADP) provides an important framework and principles to guide country-level agricultural policy and program planning and implementation. Since its launch, the New Alliance has espoused the importance of supporting and aligning with CAADP country programs and investment plans. In particular, the Nigeria Cooperation Framework underscores the importance of supporting key priorities under Nigeria's Agricultural Transformation Agenda (ATA), the country framework for CAADP implementation during the duration of the New Alliance. This section assesses the extent to which programs such as the ATA were coordinated with policy priorities and programs under the New Alliance, such as support for the Staple Crop Processing Zones (SCPZs).

The ATA (2011-2015) was launched in 2011 by the Federal Ministry of Agriculture and Rural Development (FMARD) with the goal of increasing agricultural productivity, promoting key commodity value chains, and enhancing Nigeria's competitiveness in global markets; the program also focused on engaging women and youth in the agricultural transformation process. The government designated SCPZs, land areas with high production and potential for providing road and market infrastructure, as entry points for agricultural interventions in the country. Key New Alliance policy commitments in support of ATA included commitments to implement SCPZs through supporting the legislation for operationalizing the SCPZs. As of June 2016, one out of three SCPZ-related commitments had been achieved, while the other two had achieved partial progress. In Nigeria, the New Alliance and CAADP are coordinated by the same focal person in the Federal Ministry of Agriculture and Rural Development at the Director level. This person is responsible for coordinating all agricultural programs and ensuring their alignment with the country's CAADP agenda. Review and dialogue fora, such as the Agriculture Sector Working Group (ASWG) and the Joint Sector Reviews (JSRs), provide important platforms for enhancing overall sector planning and implementation across different and numerous programs. These fora bring together both state and non-state actors from farmers' organizations, civil society, the private sector, and development partners.

However, recent annual progress reports on the New Alliance in Nigeria have revealed that coordination between the New Alliance and country programs appear to have waned overtime. In particular, stakeholders participating at a workshop to validate the 20015-2016 New Alliance progress report noted the need for more regular review meetings on the New Alliance, the need to better align the initiative with sector priorities, and the need to raise awareness of the initiative both within and outside the government.

3.5 Management and Governance of the New Alliance Initiative

In Nigeria, at the government level, the New Alliance and CAADP are coordinated by the same focal person in the Federal Ministry of Agriculture and Rural Development at the Director level. At the development partner level, the United Kingdom is the leading donor for the New Alliance in Nigeria. Progress reviews under the New Alliance have taken place annually at the country and continental levels. These reviews were led by development partners in 2013 (UK) and 2014 (USA) and by the African Union Commission (AUC), a permanent co-convener of the New Alliance Leadership Council, in 2014-2015 and 2015-2016.

Validation workshops held to review findings of the New Alliance annual progress reports have highlighted areas that need strengthening in terms of management and coordination. During both validation workshops in 2015 and 2016, participants noted that implementation of the New Alliance required raising the level of awareness of the initiative within and outside the government, holding more frequent review meetings on a quarterly basis, including other key sector players such as ECOWAS, and mainstreaming the review and reporting of the New Alliance with the country M&E system and JSRs. The current assessment also reveals a lack of awareness of the New Alliance among respondents; survey response rates were low, and some respondents noted that they were not familiar with the initiative. Thus, raising awareness of the initiative will be critical in ensuring constant engagement and commitment of key stakeholders to supporting the initiative's objectives.

Moreover, stakeholders at the New Alliance validation workshop in 2016 noted that improving implementation of New Alliance commitments, particularly stimulating private sector investments, requires more frequent interactions between political leaders in Nigeria and private sector stakeholders. This would enable stronger partnerships and better alignment of priorities and would help steer implementation toward desired outcomes. Dialogue, review, and reporting on the New Alliance could take place through the agricultural JSRs and ASWG. In September 2017, Nigeria organized its very first agriculture JSR. JSRs provides a platform for assessing the performance of the agricultural sector and the progress of government and non-government stakeholders toward achieving their commitments, as stipulated in CAADP compacts, national agricultural and food security investment plans, and related cooperation agreements such as the New Alliance. However, because JSRs tend to meet only biannually or annually, platforms such as the ASWG that meet more frequently can provide a multi-stakeholder dialogue and review forum through which to review New Alliance implementation progress and alignment with other sector programs.

Although Nigeria's' Cooperation Framework largely consists of commitments by the government, donors, and the private sector, it is reassuring to see other key agricultural sector stakeholders, especially non-state actors, engaged during workshops to review annual reports. Participant lists from the workshops in 2015 and 2016 show a diverse group of participants, including representatives from farmers' organizations and civil society. However, although the participation of non-state actors has become more institutionalized in platforms such as JSRs, representation and active participation of non-state actors in these fora is generally weak across many countries (Badiane et al, 2016).

4.0 Lessons Learnt and Recommendations

Nigeria joined the New Alliance in 2013; as part of its Cooperation Framework Agreement, the Government of Nigeria and its G8 partners committed to generate greater private sector investment in the agricultural sector, to increase incomes, especially for smallholder farmers, and to improve food security and nutrition outcomes. This assessment has revealed both weaknesses and strengths with the New Alliance in Nigeria.

Areas of scalable successful contributions

Under the New Alliance, the private sector in Nigeria has made investments worth about USD 1.4 billion, out of about USD 5 billion committed to the initiative by 40 private companies. On average, implementation of companies' Letters of Intent of companies has been satisfactory. Nigeria now accounts for some 40 percent of the total private sector investment commitment to agriculture under the New Alliance/Grow Africa platform (Grow Africa, 2018). Over the last few years, Nigeria has witnessed unprecedented private sector engagement in agricultural development, with more private companies investing in the sector. This assessment finds indications that New Alliance and Grow Africa have played a key role in establishing public-private partnerships in Nigeria's agricultural value chains.

Areas for Improvement

The assessment has shown a lack of awareness of the New Alliance among survey respondents. Survey response rates were low and some respondents noted that they were not familiar with the initiative. Previous New Alliance progress reports noted the need for more regular review meetings, the need to better align the New Alliance with sector priorities, and the need to raise awareness of the initiative both within and outside the government. Raising awareness will be particularly important to help ensure constant engagement and commitment of key stakeholders to support the initiative's objectives. Specifically, regular dialogue, review, and reporting using platforms such as the JSR and ASWG can help maintain implementation momentum and foster greater collaboration and mutual accountability among stakeholders.

The success of any future initiatives will require addressing policy implementation bottlenecks and strengthening institutional capacities, as well as data collection and M&E systems. Although the Government of Nigeria has made good progress on its policy commitments, implementation progress has been slow. Slow implementation progress on land and resource policy has been due in part to the need to solicit buy-in of key players, such as the National Council of States, for the recommended regulatory framework for Systematic Land Titling and Registration (SLTR), as well as the need to facilitate the extension of SLTR to all states. In addition, implementation of ATA, supported by New Alliance commitments, faced challenges due to a plethora of factors, including poor Federal and State coordination of policy and weak data collection and M&E systems (FMARD, 2016).

The 2015-2016 NAFSN progress report for Nigeria also noted that limited implementation capacities have hindered the creation of an enabling environment for the private sector. In addition, private sector participants surveyed for this assessment noted several challenges that affect the private sector in achieving their targets. These include changing market conditions, restrictive foreign exchange policies, illegal imports, political uncertainty, and the recent economic recession, the devaluation of the Nigerian Naira, and poor investor confidence.

Below are key recommendations for the New Alliance based on this analysis:

- Policy implementation capacity needs to be strengthened; this can include strengthening technical and institutional capacities of program implementers and those involved in data collection and monitoring and evaluation. Statistical and analytical capacities will also need to be strengthened to ensure evidence-based planning and implementation.
- Regular engagement of key stakeholders (both state and non-state actors) on the goals and objectives of the initiative is important, not only to raise the level of awareness of the initiative but also to foster donor alignment with sector priorities, to encourage private sector investments, and to steer implementation toward desired outcomes.

- Mainstreaming New Alliance review and reporting processes into sector-wide review and dialogue processes like JSRs and ASWGs will promote comprehensive sector reviews, mutual accountability, and mutual learning.
- Commitments under future programs like the New Alliance, especially of development partners and the private sector, need to be well-aligned with sector policies and programs.
- Concerted effort is needed to address bottlenecks faced by the private sector that hinder investments. This will require the Government of Nigeria to finalize all partially completed policy commitments under the New Alliance that are meant to enable private sector investments; this includes (i) finalizing the development of credit instruments for the agricultural sector; (ii) increasing the capacity of market-driven guarantee and risk schemes; (iii) establishing standards for storage, warehousing, regulation, and management of a warehouse receipt systems; and (iv) finalizing the implementation of Staple Crop Processing Zones (SCPZs).

Appendix

Appendix Table 1: Degree to Which Government Policy Commitments Have Been Achieved

Policy commitments	Policy area	Level of achievement				
		0	1	2	3	4
1. Pass and implement seed law that reflects the role of the private sector in technology (certified and foundation seed) development, seed multiplication, and marketing, and reflecting the regulatory role of the public sector, consistent with ECOWAS seed law						
(a) Cabinet, National Assembly, and President approval of seed law	Input policy			5	2	2
(b) Review and revise regulations for the implementation of the seed law	Input policy	Review of past reports shows that it has been achieved.				
(c) Implement seed law	Input policy		1	3	3	2
2. Develop institutional capacity for seed and fertilizer certification and provide funding to ensure quality seed and fertilizer	Input policy		4	4		
3. Improve transparency and private sector participation in fertilizer distribution system						
(a) Agro-dealers registered in national database to develop private sector input market	Input policy	Review of past reports shows that it has been achieved.				
(b) Register farmers to improve transparency of Growth Enhancement Scheme (GES)	Input policy	Review of past reports shows that it has been achieved.				
(c) Develop a strategy to increase the participation of women in the GES	Input policy	1	4	4		
(d) Make data accessible to all farmers and agro-dealers	Input policy	1	1	3	4	
4. Nigeria Incentive-Based Risk Sharing System for Agricultural Lending (NIRSAL), Fund for Agricultural Financing in Nigeria (FAFIN) and other agencies develop instruments for greater lending to agriculture						
(a). Restructure and capitalize the Bank of Agriculture	Enabling Environment for Private Sector Investment		2	6	1	

(b) Secure co-investment in the Bank of Agriculture	Enabling Environment for Private Sector Investment	2	1	4	2	
(c) Credit instruments developed for the agriculture sector	Enabling Environment for Private Sector Investment			3	3	2
5. Liberalize agricultural insurance market and link it with the credit market						
(a) Legislation drafted to allow private sector participation in credit market	Resilience and Risk Management	2	2	2	2	
(b) Insurance Commission develops guidelines for the agricultural insurance market	Resilience and Risk Management	Review of past reports shows that it has been achieved.				
6, Extend existing legislation on fortification and bio-fortification to other important food staples not covered by existing policies and regulations	Nutrition	Review of past reports shows that it has been achieved.				
7. Develop a fully costed, National Nutrition Plan under the Ministry of Health 'Saving One Million Lives Initiative' and update the National Policy on Food and Nutrition	Nutrition			4	1	3
8(a) Economic Management Team and National Council of States provide funding to expand school feeding program with 25% of food purchased from local farmers	Nutrition	1		5	2	
(b) Pilot implemented in two states by Dec 2014 and 5 additional states by 2015	Nutrition				4	4
9. Based on the recommendation of the Presidential Technical Committee on Land Reform, adopt a Systematic Land Titling and Registration (SLTR) process that respects FAO Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests						
(a) Acquire consent and agreement of the National Council of States on the recommended regulatory framework for Systematic Land Titling and Registration (SLTR)	Land and Resource Rights and Policy			3	4	1
(b) Fast track SLTR in Staple Crop Processing Zones (SCPZs)	Land and Resource Rights and Policy	1	6	1		
(c) Facilitate the extension of SLTR to all states, including information campaign	Land and Resource Rights and Policy	2	5	1		

10. Establish mechanism to fast track registration of agricultural enterprises	Enabling Environment for Private Sector Investment		3	3	2	
11, Implement Staple Crop Processing Zones (SCPZs)						
(a) Agreements implemented with six states for Staple Crop Processing Zones (SCPZs)	Enabling Environment for Private Sector Investment	4	3		4	
(b) FMARD develops and approves master plan for Staple Crop Processing Zones (SCPZs) to stimulate private sector investment		Review of past reports shows that it has been achieved.				
(c) Draft SCPZ Act approved by National Assembly and SCPZ become operational	Enabling Environment for Private Sector Investment	5	1	2		
12. Private sector led and managed agricultural commodity exchange established						
(a) Standards established for storage/warehousing, regulation, and management of warehouse receipt system	Trade and Markets	1		6	1	
(b) Expand warehouse operations to four major cities in addition to Lagos	Trade and Markets	Review of past reports shows that it has been achieved.				
13. Complete the sale of the power generation and distribution companies split out from the old power monopoly during the course of this year	Enabling Environment for Private Sector Investment	Review of past reports shows that it has been achieved.				

Key: 0 is least achieved and 4 is fully achieved
Source: Computed from field data

ANNEX V

New Alliance for Food Security and Nutrition and Grow Africa

Joint Annual Progress Report for 2015-2016

Draft Report

NEW ALLIANCE FOR FOOD SECURITY AND NUTRITION

AND

GROW AFRICA

JOINT ANNUAL PROGRESS REPORT FOR 2015-2016

DRAFT REPORT

January 18, 2017

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1. Introduction

Investment in agriculture is key to ending hunger and poverty in Africa. It is estimated that growth generated by agriculture in sub-Saharan Africa is eleven times more effective in reducing poverty than GDP growth in other sectors[1]. Responsible private sector investment is essential if agriculture is to fulfill its vital function of contributing to economic development, poverty reduction food security, and the achievement of the Sustainable Development Goals (SDGs). Agricultural production needs to increase by at least 60% over the next 40 years to meet the rising demand for food resulting from world population growth, higher income levels and lifestyle changes[2]. Success in agriculture in Africa requires increased agriculture production and productivity; better functioning agricultural markets and increased market access and trade; increased private sector investment along agricultural value chains; increased availability and access to food and its utilization; social protection; and improved use and management of natural resources and the environment for sustainable agriculture. Success will also require that investments are supporting smallholder farmers, that opportunities are reaching them and resulting in higher incomes and less vulnerability to risk.

The Heads of State and Government of the African Union established the Comprehensive Africa Agriculture Development Program (CAADP) in 2003 as the overarching framework to drive agriculture-led economic growth and transformation on the continent. After 10 years of CAADP implementation and learning lessons, African Heads of State and Government met in Malabo, Equatorial Guinea in June 2014 and adopted the Malabo Declaration on *Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods* with ambitious goals and targets to be achieved by 2025. The Malabo Declaration broadened the CAADP targets beyond the initial two targets in the Maputo Declaration: allocating at least 10 percent public spending in agriculture and achieving 6 percent annual growth of the agricultural sector, to include a set of new of targets for poverty reduction, job creation, food and nutrition security, resilience, agricultural productivity, intra-regional trade, agricultural value chain development, women and youth in agriculture, and natural resource management. The Maputo Declaration called for the creation of enabling conditions for private sector participation. The role of the public sector includes making the agriculture sector attractive for private capital. The Malabo Declaration calls for an increased role for the private sector to invest in agriculture in order to achieve its goals by 2025.

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[1] IFAD 2013. Science can help smallholders feed Africa. http://ifad-un.blogspot.de/2013/07/science-can-help-smallholder-farmers.html

[2] OECD 2013. Policy Framework for Investment in Agriculture. http://www.oecd.org/daf/inv/investment-policy/PFIA_April2013.pdf

The African Union (AU), the New Partnership for Africa's Development (NEPAD) and the World Economic Forum jointly founded the Grow Africa partnership platform in 2011. Grow Africa works to increase private sector investment in agriculture, and accelerate the execution and impact of investment commitments with the aim of enabling countries to realize the potential of the agriculture sector for economic growth and job creation, particularly among farmers, women and youth. Grow Africa brokers collaboration between governments, international and domestic agriculture companies, and smallholder farmers in order to lower the risk and cost of investing in agriculture, and improve the rate of return to all stakeholders. The Grow Africa Partnership comprises over 200 private companies in 12 countries. These companies have made formal commitments (captured as Letters of Intent or LOIs) with the government in the respective countries to invest in agriculture. Ten of these countries are part of the New Alliance for Food Security and Nutrition. Grow Africa and various private sector companies, development partners and African governments identified the value for all parties to jointly capture their shared commitments to achieving sustained, inclusive, agricultural-led growth in Africa via the New Alliance.

In 2012, recognizing the need to increase the pace and impact of CAADP implementation, African leaders, development partners and the private sector launched the New Alliance for Food Security and Nutrition to accelerate responsible investment in African agriculture and lift millions people out of poverty by 2022. The New Alliance aims to catalyze responsible private sector investment in African countries' national agriculture and food security investment plans and thereby support the CAADP as the guiding framework for agricultural transformation in Africa. Under the New Alliance, African governments, their development partners, the African and global private sector, civil society, and farmer organizations agree to a set of concrete actions and commitments, including policy reforms, multi-year funding commitments, and responsible investments, aimed at establishing an enabling environment for investment and accelerating agriculture-sector growth. These commitments are captured in New Alliance Cooperation Frameworks for each country. The implementation of Cooperation Frameworks is supported by a package of 'enabling actions' aimed at mobilizing capital, improving access to new technologies, managing risk, and focusing on smallholder farmers. Parties involved in the creation of Cooperation Frameworks are held mutually accountable for their commitments and participate in an annual review process, which are or will be, part of the planned annual CAADP review of progress against national agricultural and food security investment plans (NAFSIPs). Whereas the role of civil society was not expressly elaborated at the formation of the New Alliance, their role has increased, following the formation of the Leadership Council in 2012 and the efforts of the CAADP Non-State Actors Coalition (CNC) which was officially launched in 2015. The

Leadership Council serves as an informal platform for multi-stakeholder coordination and provides strategic oversight. It aims at realizing the pledged investment commitments by the private sector, governments, and development partners. Three African farmers' organizations and one civil society organization are members of the Leadership Council representing the civil society. A unit dedicated to overseeing the implementation of the New Alliance in the 10 countries was established in 2015 within the AUC's Department of Rural Economy and Agriculture (DREA). In 2016, the New Alliance unit in DREA oversaw data collection from government, donors, and private sector.

With a portfolio of $9.3bn in planned private sector investments, over 200 policy reforms, and close to $6.2bn in donor pledges, the tripartite commitments forged through the New Alliance and Grow Africa provide additional support to country efforts to improve the policy environment for the private sector to invest in agriculture, and also direct efforts to attract both domestic and private investors into various aspects of the agricultural value chains. This report presents progress made in New Alliance and Grow Africa partnerships from mid-2015 to mid-2016, focusing on four areas: (i) government policy commitments; (ii) donor commitments; (iii) private sector commitments; and (iv) creation of an enabling environment for the private sector. New Alliance donors self-reported quantitative data on progress against their financial commitments as well as qualitative narratives on progress towards New Alliance commitments as well as additional related activities

2. Progress and Challenges

2.1. Governments Policy Commitments

Policy commitments are developed under the Country Cooperation Frameworks and pass through country-led consultative processes. In this review, progress on each of those commitments is scored using an objectively set criteria. Note that, while there may be some variations, the general rule for scoring performance on government commitments followed the following criteria: A completed commitment was one which had reached finality. For example, where the target was to promulgate a land law, having a land bill assented to law by the President would be considered a completion, while a scoring of some progress would be where instead of the land bill being assented into law by the President, it had just been passed by Parliament , or drafted. A case of no progress would be for example, where none of the initial phases for promulgation of a law had been achieved.

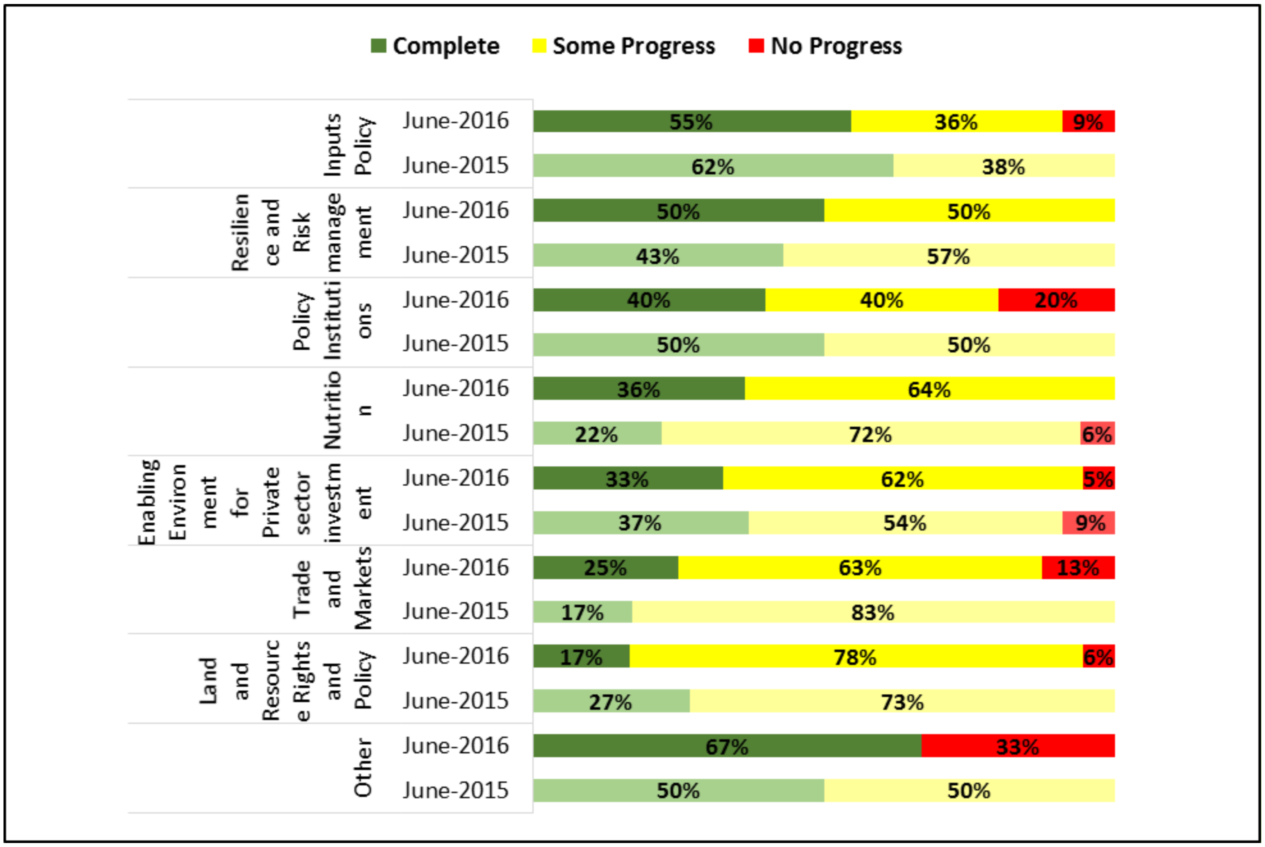
So, the general criteria was that GREEN was reserved for a commitment that had been achieved to a reasonable degree (reached finality), AMBER stands for a commitment that has been partly achieved, but substantial additional attention is required to bring it to complete achievement and finally, RED was reserved for commitments which had not been achieved and there was no significant progress to report on. Furthermore, note that the validation workshops formed an important basis for re-debating the scoring and what is presented herein is result of following the stated criteria and a consensus by stakeholders at validation workshops.

Nine[3] countries have reported the progress made in implementing government policy commitments in the respective New Alliance cooperation frameworks. A total of 204 policy commitments are reported: 177 were due for completion by June 2016, while 35 were due for completion after June 2016 (Annex 5.2). As of June 2016, overall, 34 percent of policy commitments were completed, there was some progress on 59 percent of the commitments, while there was no progress on 7 percent of the commitments. For the policy commitments that were due by June 2016, 35 percent were complete and 57 percent had made some progress. For policy commitments due after June 2016, 22 percent were complete and 70 percent were making some progress. Overall, the 2015-16 results show that governments across the continent are committed to undertaking policy reforms in agriculture but, these reforms require more time to be fully implemented.

Progress in government policy commitments is also examined by policy area. Figure 1 shows progress for the eight categories of policy commitments that were due by June 2016 and compares with the progress made the previous year. For both reporting periods, policy reforms were faster in three areas: input policy, resilience and risk management, and policy institutions. Policy reforms were slowest in trade and markets and land and resource rights. *'Other'* refers to all types of policy commitments that fall outside the policy areas stated.

[3] Ethiopia has revised its policy commitments during this reporting period and therefore did not report progress on their implementation during the current reporting period.

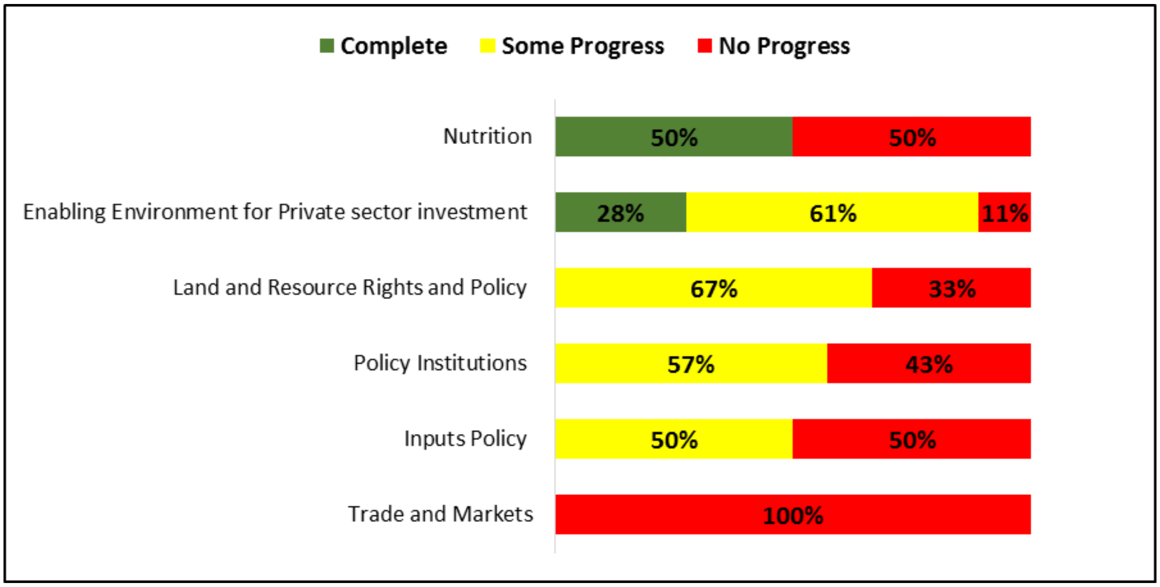
Figure 1: Progress Against Policy Commitment due by June 2016 and by June 2015



Source: Compiled from validated New Alliance/Grow Africa country reports

Most of the policy commitments in countries were due for completion by June 2016. Only four countries: Senegal, Ethiopia, Benin, and Nigeria have commitments due for completion after June 2016. Figure 2 shows six categories for policy commitments that were due after June 2016. Of the commitments highlighted under *nutrition*, 50% were completed, whereas under the *creating an enabling environment* category for the private sector 28% were completed, while no progress was made in the area of trade and markets. It is important to note that the graph illustrates the status of policies within each policy commitment and hence, may not be comparable with other policy commitments as each policy area has a number of individual policies.

Figure 2: Progress against policy commitments due after June 2016



Source: Compiled from validated New Alliance/Grow Africa country reports

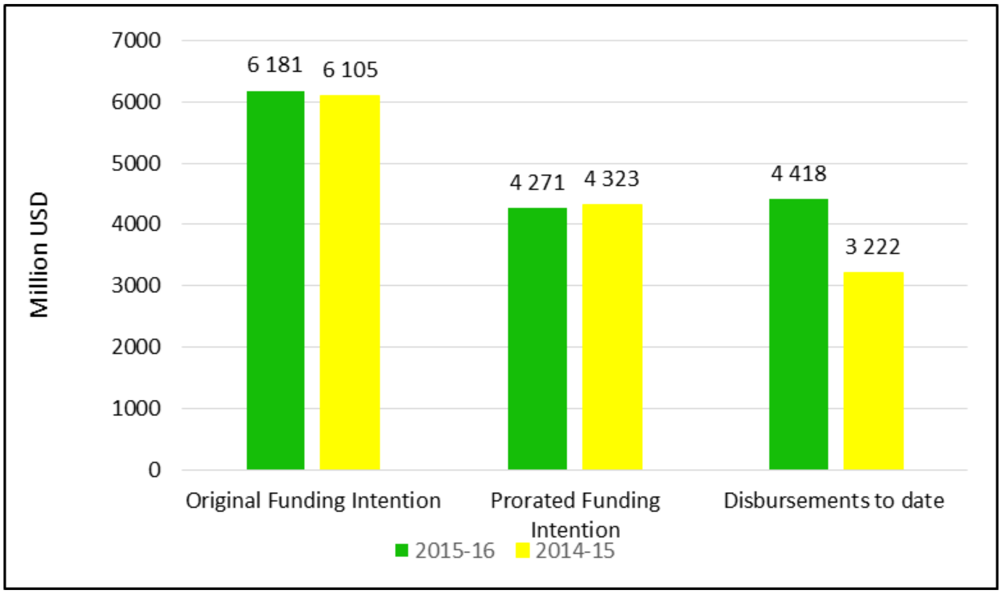
The trade and markets commitments mainly applied to Ethiopia where there has not been progress on most of the commitments.

2.2. Development Partner Financial Commitments

In 2015-2016 donors committed close to \$6.2 billion in support to agricultural policy reforms through the Country Cooperation Framework Agreements. Close to \$4.4 billion was disbursed by G7 and other[4] donors, accounting for 103 percent of expected funding to date (i.e., prorated funding intention) and 73 percent of original funding intentions (Figure 3).

[4] Other non-G7 donors include the African Development Bank (AfDB), Belgium (FICA), Ireland, Norway, South Korea, and the World Bank.

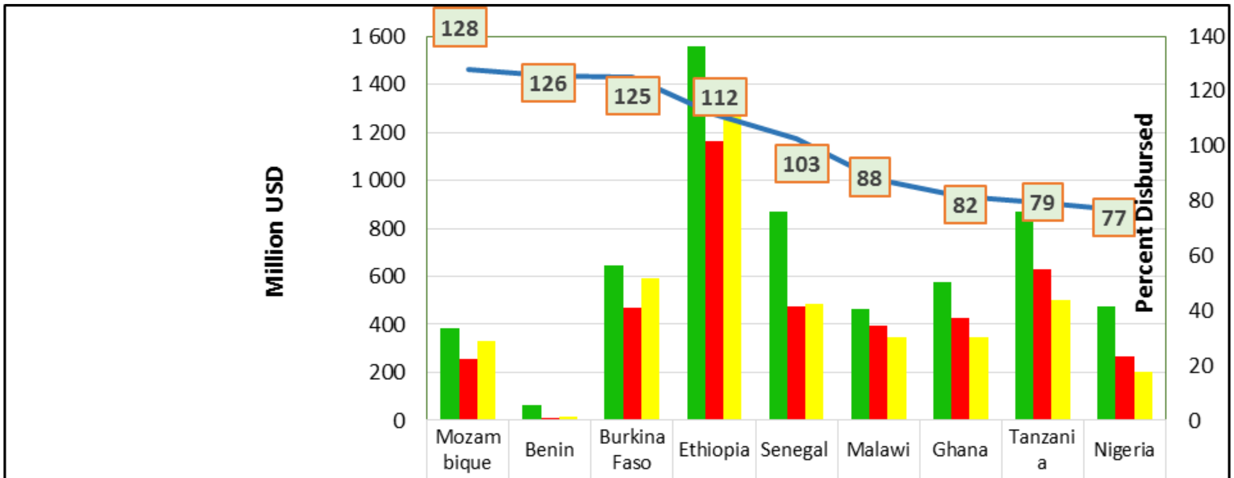
Figure 3: Total Development Partner Funding Intentions and Disbursements (million US$)



Source: Authors' computation based on self-reported data by donors

Donors have shown strong commitment to disbursing funds to the recipient countries in the 2015-16 reporting period. The actual disbursements to date exceed the prorated funding intentions in 6 out of the 10 countries. The proportion of funds disbursed against expected funding to date varies considerably across recipient countries, ranging from 77 percent in Nigeria to 167 percent in Cote d'Ivoire (Figure 4). The actual volume also varies considerably among countries, with the highest disbursement of $1.3 billion to Ethiopia and the lowest disbursement of $15 million to Benin. Annex 5.3b provides detail for each of the ten countries in the New Alliance partnership.

Figure 4: Reporting Against Funding Commitments by Recipient Country in 2015-16

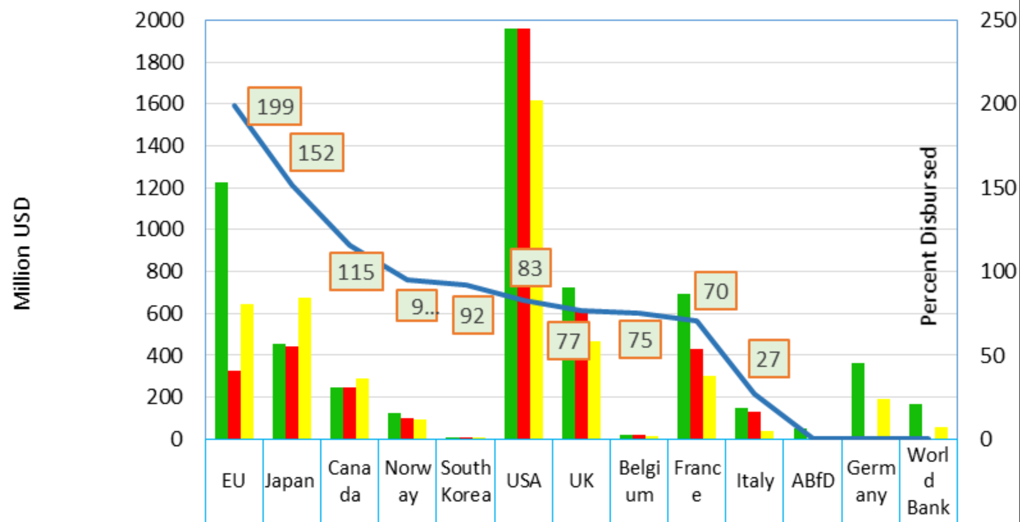


	Mozambique	Benin	Burkina Faso	Ethiopia	Senegal	Malawi	Ghana	Tanzania	Nigeria
Original Funding Intention	384	65	644	1 555	869	462	574	867	477
Prorated Funding Intention	258	12	472	1 162	472	395	424	630	264
Disbursements to date	329	15	590	1 296	485	347	347	500	202
Percent disbursed against prorated	128	126	125	112	103	88	82	79	77

Source: Authors' calculations based on self-reported data by donors

The proportion of disbursement against intention also varies among development partners. Figure 5 shows the disbursement rate of the development partners, ranging from the lowest rate of 27 percent by Italy to the highest rate of 199 percent by EU. In terms of volumes, the United States of America disbursed the largest amount ($1.6bn) and South Korea disbursed the lowest amount ($5mn). Overall, development partners have provided significant funding to African countries in support of the agricultural sector, including food security and nutrition programs, and also shown stronger commitment as evidenced by the higher rate of disbursement against expected funding during the current reporting period.

Figure 5: Reporting Against Funding Commitments by Development Partners in 2015-16



	EU	Japan	Canada	Norway	South Korea	USA	UK	Belgium	France	Italy	ABfD	Germany	World Bank
Original Funding Intention	1227	453	248	122	6	1957	726	18	694	151	51	361	166
Prorated Funding Intention	325	444	248	100	5	1957	612	18	430	131	0	0	0
Disbursements to date	647	675	287	95	5	1620	470	14	303	36	17	194	57
Percent disbursed against prorated	199	152	115	95	92	83	77	75	70	27	0	0	0

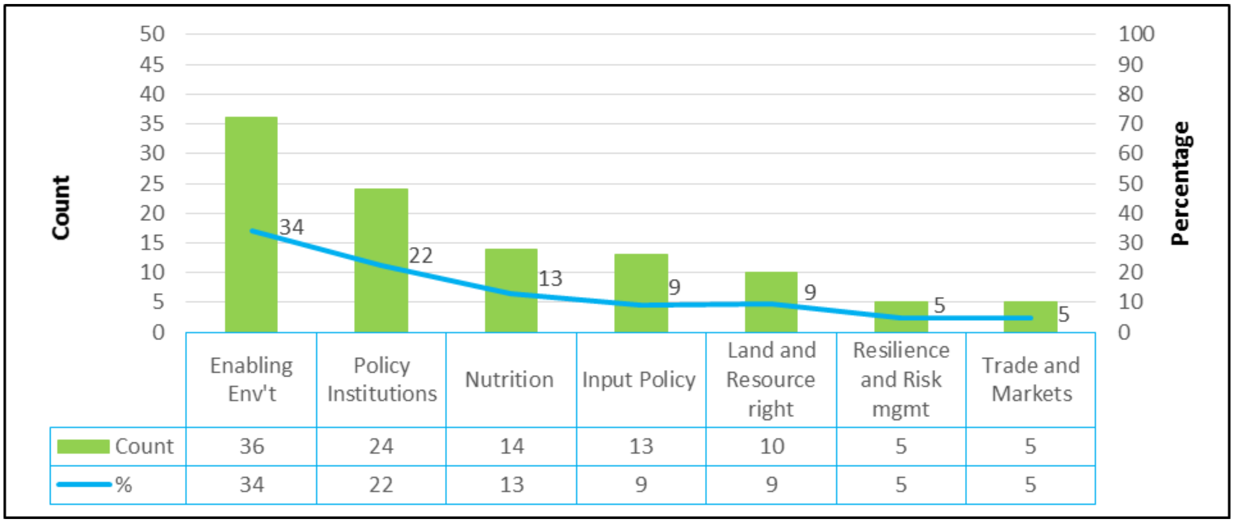
Source: Authors' calculations based on self-reported data by donors

In addition to the standard reporting of development partner financial commitments, development partners also undertook a first-time exercise to report qualitative information. While not part of the original commitment, development partners agreed this could be a useful exercise to help stakeholders understand the nature of the financial commitments better. The subsequent table provided as Annex 5.6 gives an illustrative sample of activities, as provided by development partner staff in the countries. Development partners were asked to fill out a simple chart under the headings: Objective(s), Region of Implementation, Narratives on Progress, and Results and Outcomes, acknowledging the information volunteered may not be a comprehensive or systematic reflection of activities and contributions. Information may not be comparable across countries or development partners, but is meant to be a(n initial and) manageable attempt to provide a higher level of detail.

Qualitative information compiled from the donors' narratives accompanying their financial reports shows that most of the donor resources were focused on three main policy areas: creating an enabling environment for the private sector (34 percent), policy institutions (22 percent), and nutrition (13 percent) (Figure 6). Resilience and risk management, and trade and market received the least attention

(5 percent each). Please note that the figure below is generated by coding the qualitative data provided by the donors on the areas they focused on

Figure 6: Focus on Primary Areas of the Policy Commitments[5] in 2015-16[6]



Source: Authors' calculations based on self-reported data by donors

2.3 Global New Alliance Enabling Actions

In addition to policy and investment commitments, the New Alliance includes Enabling Actions, a set of activities that support country-specific efforts and tackle global constraints to agricultural development. They include reducing risk and better risk management, mobilizing private capital for food security, and improving nutritional outcomes. Enabling Actions are designed to spur agricultural growth and create the right enabling environment for accelerated responsible private sector investment in Africa, with a focus on smallholder farmers and women. They are intended to support the implementation of the New Alliance Country Cooperation Frameworks and to be integrated into country food security strategies. When implemented together, in conjunction with coordinated country strategies and investment plans and private sector investments, these enabling actions are expected to be effective in supporting accelerated agricultural sector growth and sustained poverty reduction.

[5] Computed from the qualitative narratives accompanying donors' financial data.

[6] However note that it may not present the whole picture of all the areas where donors have focused their support as some donors may have only reported on projects for which they had made progress.

In 2014-15 the New Alliance global commitments to advance Enabling Actions were mostly on plan. In 2015-16 notable progress was made towards implementation. A summary of the achievements across the global commitments is presented below, with more details provided in Annex 5.4.

Agribusiness Index: In the 2015-16 reporting period notable progress was made in agribusiness index. The Enabling the Business of Agriculture (EBA) team released its second annual report and also launched a new website that outlines key comparative findings from the first 40 countries for which agribusiness enabling environment data were collected. The EBA team will carry out data collection in 20 new countries and again for the previous 40 countries, inclusive of all New Alliance countries. Dissemination and outreach activities will be critical to help strengthen the relationship with country government and stakeholders, and establish platforms for constructive and regular dialogue with relevant governments and other stakeholders. As a result, the first of a series of policy dialogues will take place in Vietnam, followed by Ethiopia, Sudan, and Guatemala. The EBA will coordinate dissemination events in Sudan, Ethiopia, and Rwanda that complement webinars designed to educate diverse user groups about the EBA tool.

Agriculture Fast Track Fund (AFT): 210 concept notes were received through this fund and 40 of them were invited to submit full proposals for funding. To date, AFT has approved 12 project preparation grants. Moreover, the AfDB AFT website was launched in March 2016.

Technology Platform & 10-year Yield Targets: This is platform that assesses the availability of improved technologies for food commodities critical to achieve sustainable yield, resilience, and nutrition impacts, identify current constraints to adoption, and create a roadmap to accelerate adoption of technologies. The CGIAR/IFPRI and the Forum on Agricultural Research in Africa (FARA) are leading its development a virtual toolkit to help partner countries set 10-year targets for sustainable agricultural yield improvements and scale up the use of appropriate agricultural technologies in Africa.

The Technology Platform team has generated various datasets to help improve agricultural investment analyses and made them publicly available through IFPRI's data repository in the 2015-16 reporting period. The geospatial tools and analysis were used in Tanzania as a CSA support tool with the Ministry of Agriculture, as part of the NAIP Appraisal Technical Consultations, and at the country level with all three Sub-regional organizations (ASARECA, CCARDESA and CORAF/WECARD) for in-country level impact analysis and as a tool for training and capacity development (underway).

Scaling Seeds and Technologies Partnership (SSTP)[7]: SSTP has awarded a total of 55 grants totaling US $21,147,039, with an additional cost contribution by implementing partners of US $9,290,924. The project is scaling up production of 161 varieties of 15 crops. Through SSTP, close to 3 million individuals are directly impacted and close to 30,000 individuals have received a short-term agricultural sector productivity or food security training (73% of the target). SSTP has also supported the development of the COMESA Regional Seed Variety Catalog and Southern Agricultural Growth Corridor of Tanzania (SAGCOT).

New Alliance ICT Extension Challenge Fund: The multi-donor ICT Extension Challenge Fund awarded six grants to consortia of ICT-enabled service providers who are helping to increase the reach and impact of the Scaling Seeds and Technologies Partnership working in Ethiopia, Senegal, Ghana, Tanzania, Mozambique, and Malawi. It also includes learning and evaluation activities.

National Risk Assessment Strategies: Risk assessments were completed in seven countries. The World Bank ARMT team also completed the development of guidelines on the methodology for conducting agricultural sector risk assessments. Both the assessment and guidelines are available on FARMd website.

Global Action Network for Agricultural Index Insurance[8]: The GAN working groups had two face-to-face meetings (April 2015 and May 2016), and organized three Webinars and a Knowledge Sharing Forum. An initial draft of guidelines on safe minimum quality standards for index insurance contracts was also developed and the guidelines are being integrated with the International Labor Organization's (ILO) more subjective assessment criteria on insurance products. The GAN is supporting targeted outreach activities aimed at accelerating the development of inclusive agricultural markets in two focus countries (Senegal and Bangladesh).

Global Open Data Initiative for Agriculture and Nutrition (GODAN)[9]: GODAN encourages efforts to make relevant agricultural and nutrition data available, accessible, and available for unrestricted use worldwide. In 2015, at the 3rd International Financing for Development (FfD) conference in Ethiopia,

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[7] SSTP is a partnership between USAID and AGRA

[8] The International Labour Office (ILO)'s Impact Insurance Facility created the Global Action Network (GAN), with the support of the USAID, and in coordination with the BASIS/I4 Index Insurance Innovation Initiative at the University of California Davis (BASIS). GAN is envisioned as a community of experts and practitioners on agriculture insurance

[9] Launched in 2013, GODAN is a voluntary association seeking to support global efforts to make agricultural and nutritionally relevant data available, accessible, and usable for unrestricted use worldwide. The initiative focuses on building high-level policy and public and private institutional support for open data.

five Global Open Data for Agriculture and Nutrition (GODAN) initiative partners pledged the vision of a GODAN Summit in 2016. The membership of GODAN exceeds 280 partners composed of governments, donors, international organizations, and private businesses.

Nutrition Deliverables: The Scaling Up Nutrition (SUN) Movement[10] Strategy 2016-2020 was launched with a corresponding Roadmap for actions over the next two years. Through the SUN movement, there are now 57 SUN Countries supported by over 3,000 civil society alliances, 141 businesses, the United Nations system and donor agencies, all working to galvanize concerted actions across sectors to achieve common objectives. Similarly, in support for advancing nutritious foods was given to Harvest plus and Grain Legumes Innovation lab to conduct research to develop improved seed varieties

Global Agriculture and Food Security Program (GAFSP)[11]: The GAFSP portfolio includes over $1 billion in grant funds allocated to 30 countries through the Public Sector Window[12], $192 million in financing to 32 Private Sector Window investment projects, and nearly $7 million to 35 private sector advisory services projects. GAFSP's Steering and Donor Committees continue to include a range of key stakeholders. At the most recent meeting, in January 2016, stakeholders approved a new and more comprehensive Monitoring and Evaluation Framework for GAFSP projects, and endorsed a new "Missing Middle" initiative that will provide more direct support to farmers' cooperatives in low-income countries. The Public Sector Window launched its next call for proposals on September 12, 2016 , with a target size of $125 million that is expected to fund 3-5 projects.

2.4. Private Sector Investment Commitments[13]

This section presents the progress on the implementation of the private sector investment commitments as indicated in the Letters of Intent (LOIs). Except for those figures stated as cumulative or for the 2014-15 period, the performance presented refers to the 2015-16 reporting period. Private sector

[10] The Scaling Up Nutrition (SUN) was launched in 2009. It is a collaborative process which began with the development of the Scaling Up Nutrition Framework, and has since evolved into a Movement that is both stimulated and reinforced by political interest in nutrition among leaders of national governments and development partners.

[11] The Global Agriculture and Food Security Program (GAFSP) is a multilateral mechanism to assist in the implementation of pledges made by the G20 in Pittsburgh in September 2009. The objective is to improve incomes and food and nutrition security in low-income countries by boosting agricultural productivity.

[12] The GAFSP Private Sector Window enables access to finance for investment across the entire food supply chain from farm inputs to logistics and storage, to processing and financing

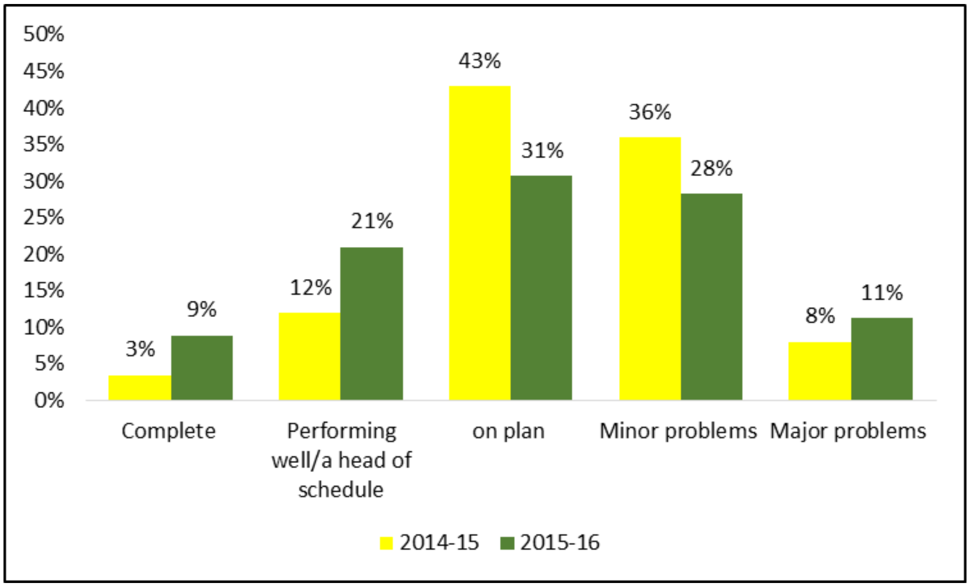
[13] In the spirit of mutual accountability, each year Grow Africa asks companies to report on their progress against their commitments made through Letters of Intent. With the exception of short, public narratives on progress, data has then been aggregated to respect commercial and political sensitivities. All companies are self-reporting and the data is not independently verified.

companies participating in the Grow Africa partnership provided progress reports for 43 percent of the 300 LOIs compared with the 56 percent response rate recorded in 2014-15. The reported response rate is low and, Grow Africa stated that, given the level of feedback from the stock taking process, it has embarked on a comprehensive LOI portfolio review on a country by country basis. This will provide further insight on the underlying reasons for the low response rate and/or disengagement by some companies, and help to update commitments and determine companies that remain committed to the partnership going forward.

LOIs show that companies intend to invest $9.27 billion in total; $580 million was reported invested in 2015-16 in the 12 partner countries (Annex 5.1). Cumulatively, $2.27 billion has so far been invested by the LOIs companies, accounting for 25 percent of intended investment.

Progress in the implementation of the LOIs is assessed at five levels: (i) complete, (ii) performing well/ahead of schedule, (iii) on plan/track, (iv) with minor problems, and (v) with major problems. Overall, eight percent of LOIs were successfully completed in 2015-16 up from the three percent completed in 2014-15. Companies continue to sign LOIs, and each LOI may take anumber of years to be realized. About 21 percent of LOIs were performing well in the current reporting period compared to the 12 percent in 2014-15. On track LOIs were down to 31 percent compared to the 43 percent reported in 2014-15; those that faced minor implementation problems in 2015-16 reporting period were 28 percent, as opposed to the 36 percent recorded in 2014-15. About 11 percent of LOIs had major implementation problems in the current period, higher than the 8 percent reported in 2014-15 (Figure 7). Overall, the majority of LOIs (more than 80 percent) were either performing well, on plan or facing minor implementation problems.

Figure 7: Letters of Intent Implementation Progress

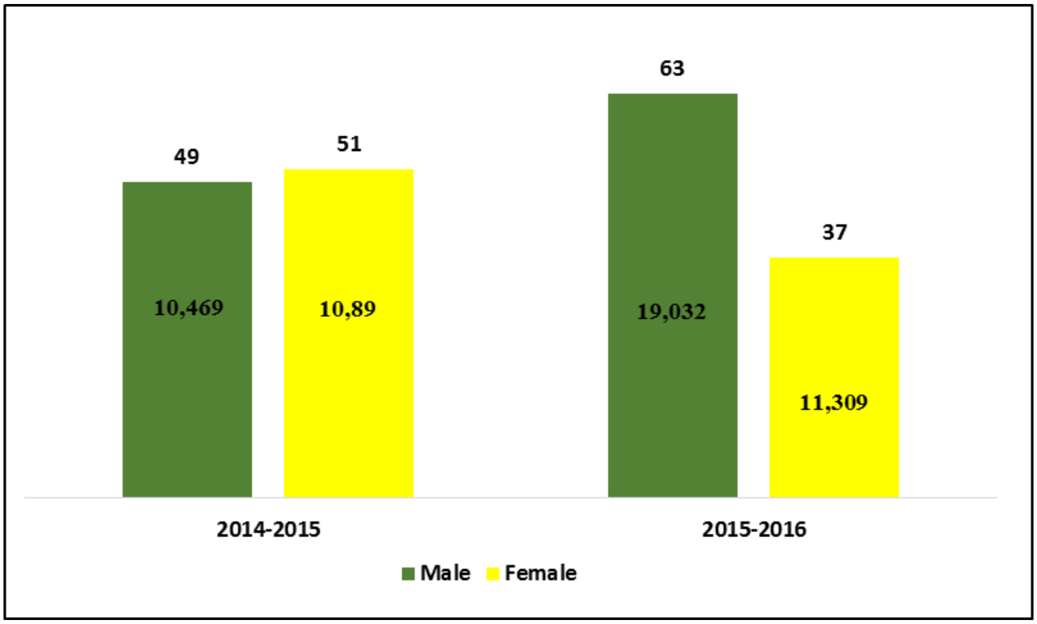


Source: Authors' calculation based on validated joint NA/GA country reports. Data reported by companies and are not independently verified

Through their investments, private companies seaf-reported having reached close to 10.4 million smallholder farmers in 2015-16, about 26 percent higher than the 8.2 million reached in 2014-15. Smallholders are reached directly through LOI intervention and investment and indirectly through partners. In the current reporting period 16.5 percent of smallholders were reached directly and 83.5 percent indirectly. Moreover, the smallholder farmers were predominantly reached through technical training; through financial or data services; and, through input products and services. In both reporting periods mechanization was the weakest means of reaching the farmers (Annex 5.1).

Through LOIs, companies self-reported the creation of 30,341 new jobs, about 42 percent more jobs than those created in 2014-15. The job created in 2015-16 benefitted more men than women (Figure 8). The Grow Africa stocktaking survey currently does not collect information on the nature of jobs created.

Figure 8: Share of Jobs Created Through LOI Companies by Gender (percent)



Source: Authors' calculations based on data in country reports. Data reported by companies are not independently verified.

2.5. Creating an enabling environment for the private sector[14]

The LOI companies in the ten New Alliance countries[15] highlighted constraints facing their operations and investments. The private companies indicated that policy constraints are clustered around lack of capacity at national level to implement policy, as well as the fact that policies are in many cases not passed into law and are therefore susceptible to change or freeze during times of political change. There are common constraints, identified by private companies that cut across several countries, although some are unique to particular countries. Similar to 2014-15, limited access to finance was identified by all ten countries participating in the New Alliance as the most constraining factor (Table 1). Insufficient credit prevents companies from purchasing equipment and materials. Lack of working capital was the most frequently cited constraint in Burkina Faso. While delays due to bureaucracy of lenders was the most frequently cited constraint to access finance in Ghana, the presence of prohibitively high interest rates was the main issue in Malawi. In Nigeria, the challenges include accessing finance for projects that require foreign exchange. In Tanzania, the requirement for formal collateral and the lack of long-term financing was the main challenges mentioned by the companies.

Companies need skilled and professional employees to operate efficiently, but this can be a challenge, especially in countries where there are low levels of training in skills required by the companies. In

[14] Ethiopia has not yet validated its report.
[15] This covers all the New Alliance/Grow Africa countries except Rwanda and Kenya

2015-16, a skilled work force was identified as the second most challenging constraint after finance as reflected by the response of companies in seven out of ten countries. In Ghana, the challenge is related to business and financial reporting, and low literacy levels particularly among women farmers. In Senegal, the presence of skills deficit was mentioned in the agribusiness and farming sector.

Access to agricultural inputs, such as seed, fertilizer and equipment is critical for companies involved in production and hence was mentioned as the third major challenge faced by the companies in many countries. Likewise, access to land and water, access to power, and infrastructure were highlighted by companies in more than half of the ten countries in 2015-16 reporting period. Access to rural roads and irrigation were the main infrastructure gaps identified by the LOI companies. Policy and regulation related issues were raised as constraining factors in four out of the ten countries. With regard to regulation, unuclear governance and regulation of the sector was identified in Ghana while in Tanzania, the need to review regulations to improve productivity of the dairy sub-sectors was listed by the companies as being overregulated at present. The tax regime was also mentioned as a challenge to private sector investment. In Tanzania, companies underlined that unpredictable tax regulations, especially import tax, leads to confusion and time wastage for companies. In Senegal, investors consider VAT very high at over 18%, in addition to lack of VAT exemptions. In Malawi, unpredictable follow-through on government commitments, particularly in payment of subsidies and implementation of tax incentives was mentioned as an impediment. Political risk/civil unrest and mechanization were mentioned as constraints by companies in few countries. Whereas in Ghana, the lack of mechanisation limited farmers to meet increased demand, in Nigeria the low levels of mechanization resulted in high cultivation costs and high processing costs for the private companies. In Mozambique, civil unrest was cited as a constraint, and in Nigeria political risk due to elections, insecurity, and uncertainty over future of crude palm oil import regime was the issue. Addressing some of these larger constraints would significantly strengthen the impact and improve the investment climate for private companies, and even unlock further investment opportunities.

Table 1: Constraints to Creating an Enabling Environment Identified by the Private Sector

Country	Period	Benin	Burkina Faso	Cote d'Ivoire	Ethiopia	Ghana	Malawi	Mozambique	Nigeria	Senegal	Tanzania	Count
Access to finance	2015-16	●	●	●	●	●	●	●	●	●	●	10
Skilled workforce	2015-16	●	●		●	●		●	●	●		7
Access to inputs	2015-16	●	●	●	●	●			●			6
Access to land and water	2015-16		●	●			●	●	●	●		6
Infrastructure	2015-16			●		●		●	●	●	●	6
Access to power	2015-16	●		●			●	●	●		●	6
Policies and regulations	2015-16					●	●			●	●	4
Availability of inputs	2015-16				●				●			2
Bureaucratic procedures	2015-16							●	●			2
Climate change	2015-16							●		●		2
Political risk/Civil unrest	2015-16							●	●			2
Mechanization	2015-16					●			●			2
Market accessibility	2015-16							●				1

Source: Compiled from 2015-16 country reports.

In 2015-16, 97 LOI companies across Africa responded to a Grow Africa Survey on the enabling environment for their specific investments. Compared to the 2014-15 reporting period companies have reported an improvement in the overall enabling environment. About 53 percent say their country's overall enabling environment is conducive to their investment, an improvement of 22 percentage points over 2014-15. Companies feel that the government's agricultural initiatives support their investments, but continue to call for stronger leadership by senior government officials to improve the agricultural sector overall. Furthermore, 39 percent of the reporting companies feel that the sector is not adequately supported at senior levels of government and 63 percent of respondents say it is 'very important' that this improves. Out of the 13 enabling environment aspects in the survey, companies report most progress in cross-sector collaboration and in their ability to find commercial partners. Compared to last reporting year, the situation of cross sector collaboration has improved by 38 percent whereas the ability to find commercial partners has increased by 37 percent.. There is a strong call for improvements in policies to support agricultural investment and trade. Most companies felt their investment progress has been hindered by slow and unreliable policy implementation. 59 percent consider it 'very important' that the situation improves. Access to finance remains the constraint with highest priority for improvement, but there is some improvement from 2014-15 in the availability of risk mitigation instruments. Around 74 percent of respondents said it is 'very important' that access to finance improves. Lack of infrastructure, primarily access to water and access to a reliable power supply continue to hinder the progress of investment implementation; 66 percent of respondents cited this as a critical constraint to address and 72 percent saw no improvement over the previous year. Table 2 presents the top constraints ranked by companies who say they are "very important" to address.

Table 2: Companies response to Grow Africa Continental Survey on the Enabling Environment in 2015-16 Covering 12 Countries[16]

Constraint	Key issues
Access to finance (74%)	• Companies call for improvement in access to finance • Companies call for better access to appropriate instruments to manage business and financial risk • High interest rate is the most common constraint to access finance • Lack of working capital
Infrastructure (66%)	• access to water and access to a reliable power supply continues to be the biggest challenges
Policy (59%)	• Companies investments progress is hindered by slow and unreliable policy implementation
Bureaucracy (39%)	• The sector is not adequately supported at senior level of government

Source: 2015/16 survey of private companies by Grow Africa

3. Summary of Recommendations from Country Validation Meetings

The 2015-16 joint New Alliance/Grow Africa country reports were prepared by each country's NA/GA teams, with support from the Regional Strategic Analysis and Knowledge Support System (ReSAKSS) teams in Eastern and Central Africa, Southern Africa, and West Africa. In order to validate the information obtained from governments on policy commitments, from donors on financial commitments, and from the private sector on investments through LOIs, country validation workshops were organized, with support from the Africa Lead program. Government officials from Ministries and departments that were involved in the implementation of CCF commitments; private sector players (both members of the New Alliance and Grow Africa); development partners and civil society organisations participated in multi-stakeholder validation workshops. Representatives of the African Union (AU), Grow Africa, Africa Lead and the respective ReSAKSS nodes also attended. In this reporting period, all countries, except Ethiopia, conducted a multi-stakeholder validation workshop.

[16] These are the general constraints observed across all the 12 countries that Grow Africa surveyed in 2015-2016

During this reporting period there was an improvement in civil society representation compared to last year (see the Annex on Stakeholder Workshops participation).

From the various country reports, several recommendations were made for governments, private sector, donors and non-state actors to take actions that will improve the quality and outcomes of implementing their respective commitments.

The majority of reporting countries advised the government to revitalize the cooperation frameworks' policy commitments so that commitments are updated and in line with national priority agendas. Similarly, the revised policy commitments need to be specific and have clear definitions to avoid vagueness and to enable progress and tracking on implementation. A more frequent monitoring of the implementation of commitments is advised by the majority of the reporting countries. The Joint Sector Reviews (JSR) can provide an important platform for review and dialogue in agriculture and there have been suggestions from almost all countries to ensure that the New Alliance reporting is considered as a sub-set of the review and dialogue provided by the JSR. Creating an inter-institutional network or a representative platform among the government, donors, private sectors and civil society is an approach proposed for regular sharing of information and monitoring and evaluation of the commitment implementation. Private sector companies are urged to implement the mutual accountability agenda in the agricultural sector. They are also called upon to organize themselves for collective reporting and further consider commissioning private sector reviews as a contribution to their agriculture JSR. Strengthening their data collection by involving the government in the process is recommended by the reporting countries to enhance the credibility of the private sector reports. There was a perception that while development partner efforts have been very commendable under the New Alliance, in a number of cases disbursements were delayed and this needs to improve going forward for policy reforms to happen as desired. The majority of the reporting countries have recommended ensuring the alignment of donors' actions with those in the NAFSIPs. Consistency of funding levels and timely disbursement of the agreed commitments are the other two most important recommendations for donors. Finally, agriculture non-state actors are encouraged to actively participate in the report preparation and validation as well as policy dialogue.

Specific recommendations were provided for governments, private sector, donors and non-state actors, The list provided here presents views from a range and diversity of exchanges that happened during the country validation workshops and does not reflect the consolidated opinion of all stakeholders.

i) **Governments:**

- Review country cooperation framework policy commitments so that
  - commitments are in line with the national priorities
  - their progress can be easily assessed
  - a clear definition of the stated policy commitments are given to avoid vagueness, and specific action plans developed for each one to avoid cases where necessary targets are omitted or not met
  - expired commitments can be replaced or updated
- Assess impact of the cooperation framework policy commitments on the agricultural sector and the wider population and determine their added value
- Review and standardize criteria for rating to maintain the consistency of achievements on different policy commitments.
- Conduct more frequent monitoring of the progress towards commitments – the annual exercise is not yielding good results.
- Organize specific meetings with the signatories of the Letters of Intent to understand their difficulties and provide solutions
- Increase political commitment to reforms in order to stimulate private sector investment
- Enhance gender balance in agricultural projects especially in terms of access to rural land
- Organize regular meetings for better monitoring and to remove constraints
- Create a multi-stakeholder platform that will enable information sharing on implementing New Alliance commitments among the three partners (government, donors and the private sector) on a regular basis
- Strengthen high level policy dialogue

ii) **Private sector:**

- Revitalize the private sector consultation framework
- Better specify any conditions of implementation of commitments in the Letters of Intent

- Ensure mobilization and coordination of the signatories
- Improve the linkage between the local private sector and the international private sector as this was one of the expectations of the local private in the CCFs
- Investments made by the companies should benefit smallholder farmers
- Participate more in implementing the mutual accountability agenda in the agricultural sector. This could be through sharing of data, review and commenting on draft reports and participating in dialogue meetings.
- Organize themselves for collective reporting and even consider commissioning private sector reviews as a contribution to agriculture JSR.
- Involve government in data collection for them to put context to the data reported. And also, simplify the questionnaire for collecting data from the private sector and its administration
- Develop and implement a strategy to promote the agricultural private sector for food security and nutrition, taking into account ongoing initiatives.

iii) Donors:

- Increase support for the agribusiness sector
- Ensure that their actions are aligned with those in the NAFSIPs
- Ensure consistency of funding levels and timely disbursement of the agreed commitments
- Publicize information on their interventions through government and other stakeholders in the country
- Improve resource allocations for interventions to improve access to credit
- Synchronize reporting periods so that each donor reports activities that were implemented over the same time period to consolidate efforts and realize the overall progress made during the period.
- Any new country programs/initiatives should adjust to the New Alliance policy commitments and not the other way round.

iv) Non-state actors:

- Strengthen participation in report preparation and validation/policy dialogue.
- Ensure more inclusion of farmer organizations and voices of smallholder farmers

4. Lessons learned from impementaton of CCFs in selected New Alliance Countries

The New Alliance (NA) Secretariat was established at the AUC on 1st November 2015 to lead and coordinate the work of the New Alliance for Food Security and Nutrition in the ten (10) participating New Alliance countries. Three professional staff were seconded to the AUC's Department of Rural Economy and Agriculture (DREA), with support from USAID to manage and facilitate implementation of the CCFs. This is with a view to ensuring that the CCFs contribute effectively to Africa's vision on accelerated agricultural transformation for shared prosperity and improved livelihoods. The NA Secretariat is established to augment the capacity of DREA - to oversee implementation of the NA in support of CAADP and the 2014 Malabo Declaration. The Secretariat is expected to increase the sustainability and effectiveness of the NA by providing administrative, managerial, technical and operational support to the NA and the Leadership Council, and to manage engagement with key partners and stakeholders..

Furthermore, Grow Africa (GA) was founded jointly by the AUC, t New Partnership for Africa's Development (NEPAD) and the World Economic Forum in 2011 to increase private sector investment in agriculture, and accelerate the execution and impact of investment commitments. In support of CAADP, the objective of the partnership is to enable countries to realise the potential of the agriculture sector for economic growth and job creation. Grow Africa Secretariat was established in 2013 and is now transitioning from the World Economic Forum to the NEPAD Planning and Coordinating Agency (NPCA). GA has a role within the NA processes to mobilize, support and track progress made by the private sector in implementing responsible investment in 12 African countries (10 of which are NA countries).

Since February 2016, the NA Secretariat team undertook official missions to eight (8) NA countries: Côte d'Ivoire, Ethiopia, Ghana, Malawi, Mozambique Nigeria, Senegal and Tanzania. The objectives of the country missions included the following:

- Familiarize with NA and GA processes at country level;
- Meet with the country CAADP Teams to promote the NA and GA agendas;
- Assess linkages between CAADP/Malabo and NA - GA processes at country level;
- Introduce the NA Secretariat Team to country NA stakeholders including NA Country Leads, Development Partners supporting NA at country level, farmers' organisations and, civil society members that are involved in the agenda;
- Strengthen the mandate of GA and ReSAKSS as key partners in implementation, monitoring and evaluation, mutual accountability and reporting on CCF processes
- Discuss linking the Annual Joint New Alliance-Grow Africa (NA-GA) Review process with country CAADP Joint Sector Review process; and
- Meet with other related key stakeholders involved in the NA-GA processes.

As a result of missions undertaken to the eight (8) member states above mentioned, by the NA Secretariat, various lessons, experiences and good practices have been documented across the three geographic regions - west, east and southern Africa.

The section below summarizes the lessons learnt and experiences, under the following categories:

- NA Governance and Coordination Structures at country level;
- Coordination between CAADP and CCF implementation;
- Role of Non-State Actors (NSA);
- Current status of the CCFs;
- Status of the Grow Africa Letters of Intent (LOIs); and
- Approaches to mainstreaming the annual joint NA-GA reporting into the agriculture sector joint sector reviews (JSR).

i) Progress made in CCF implementation

- **Accelerating Government Policy Reforms in Support of Private Investment**

Countries have illustrated the ability to make significant progress in terms of accelerating changes in policy as a result of implementation of the CCFs. Information from the countries visited so far indicates that the CCF tool supports the prioritization and streamlining of policy areas affecting investment in agriculture. Discussions held with government officials and experts reveals progress made in advancing/accelerating policy reforms in areas including: land, inputs, trade and markets, fiscal matters and, resilience and risk management. Some countries have advanced in the area of nutrition although much still remains to be done under this theme.

- **Mobilizing investment pledges from the private sector**

Domestic and international private sector companies pledged to invest US$ 10 billion in the 10 NA countries and the two (2) Grow Africa (non-NA countries). Two thirds of these companies pledging to invest responsibly in Letters of Intent to invest are domestic African companies. Update shared during the Grow Africa Investment Forum (GAIF) in April 2016 revealed that US$ 0.5 billion of investment was achieved during the 2015 reporting period.

- **Facilitation of Catalytic Funding Support from Development Partners**

It is known that the NA and GA partnerships bring together capacities and interests of diverse stakeholders. These include the Development Partners (DPs), who have committed to predictable funding levels directly aligned with country National Agriculture and Food Security Investment Plans (NAIPs) under the CAADP and Malabo agendas. Recent evidence shows that DPs disbursed 3.2 billion USD by 2015 to catalyze policy reforms focused on realizing private sector investment in African agriculture. This has assisted in improving the performance of the agriculture sector in the recipient countries through various interventions including training, capacity building, and promotion of market oriented agribusiness. This support also strengthened the public sector including the lead ministry in-charge of agriculture in NA, to improve their performance vis a vis CCF implementation.

- **Promoting Multi-Sector Coordination Platforms for Agribusiness**

Most of the CCF policy commitments traverse across sectors. Although the agriculture sector plays a leadership role in CCF implementation, progress in accelerating policy reforms cannot be accomplished through efforts of the one Ministry alone. In most of the countries visited, NA coordination is led by the ministry responsible for agriculture. In three countries the Prime Minister's Office oversees the NA proceses. A focal point within the ministry is responsible for coordinating the NA agenda in most of the countries visited. Some countries have NA governance and coordination structures that are multi-stakeholder in nature, bringing on board participation from different institutions and sectors that have private sector investment interests. The Partnership Accountability Platform in Tanzania, the Private

Sector Development Task Force (PSDTF) in Ethiopia, the High Level Task Force (HLTF) in Malawi are some examples of CCA implementation structures promoting multi-sector dialogue in implementing policy commitments in the CCAs. In Senegal, it is interesting to note the particiption of the national investment agency (Agency for the Promotion of Investment and Major Projects (APIX) in the Na pocesses. APIX is responsible for follow up on LOIs.

- **Fostering linkages with Country CAADP/Malabo Process**

CAADP presents a holistic framework to transform African agriculture. The New Alliance and Grow Africa CCFs directly contribute to and catalyze implementation of CAADP's overarching goals to end hunger and halve poverty in Africa by 2025. Furthermore, the CCFs support implementation of NAIPs in countries that are performing well within CAADP and that have shown a commitment to address difficult policy constraints.

Against this background it is observed that there exists clear linkages between country CAADP processes and NA processes and that they, to a large extent, deal with the same stakeholders in almost all the countries visited. For example, in Ethiopia, the PSDTF responsible for the NA coordination is situated under the Rural Economic Development and Food Security Working Group RED&FS responsible for Ethiopia's NAIP - also called the Policy Investment Framework (PIF). Stakeholders in the RED&FS are also part of the PSDTF dialogue which tracks progress of NA Policy commitments. In Ghana, despite having two separate Directorates responsible for CAADP and NA tracking, there exists strong linkages through the Agriculture Sector Working Group (ASWG) coordination mechanism. In Cote d'Ivoire, the NA was considered part and parcel of the NAIP implementation processes from the onset. NA and CAADP are coordinated by the same focal person in the Ministry of Agriculture and Rural Development at Director level. In Senegal, the NA and GA joint reporting for 2014-2015 and 2015-2016 were conducted together with the JSR during the same validaton workshop.

- **Strengthening Mutual Accountability through Joint Sector Reviews**

To manifest CAADP's commitment to mutual accountability, in line with the 2014 Malabo Declaration, each NA country is expected to conduct an annual review of progress against commitments made by each of the three parties in the CCFs. Annual reviews are the primary accountability mechanism for all CCFs. The purpose of the annual review process is to bring together inclusive groups representing Government, domestic and international private sector, development partners, farmers, civil society and other NSAs to transparently review, share and discuss progress and challenges against all CCFs.

Annual reviews include two components - a country level progress report against all CCF commitments, and a facilitated stakeholder meeting to discuss the progress report and other issues related to progress and challenges in implementing NA and GA commitments.The AUC has been encouraging and coordinating efforts to harmonize the CCF annual review process with broader mutual accountability processes in the agriculture sector, where possible. In particular, all annual reviews should draw information from, be linked to, and align with, the CAADP JSRs. The African Union perceives JSRs to be a key instrument for supporting mutual accountability and implementing the CAADP Results Framework. Countries with JSRs should attempt to integrate NA-GA annual reviews into the JSR process by generally considering the interim data reports as key input for review and convening a stakeholder meeting to discuss progress against NA Commitments, in time, to finalize a country progress report.

- **Promoting responsible Investment through Inclusive Engagement**

Multi-stakeholder coordination platforms created to govern and coordinate the NA and GA efforts were found to be inclusive of different stakeholders in the CCF and others. Most of the coordination platforms include participation from Government, domestic and international private sector, related apex organizations, farmers' and civil society organizations representing the interests of smallholders along the value chain. The role of the Non-State Actors (NSA) in accelerating implementation of the CCF was not well defined based on the discussions the NA Team had with the respective apex bodies representing NSA interests. Furthermore, dissagreegared data by gender was not readily available. It however, also apparent that NSAs in some of the NA and GA countries lack proper coordination amongst themselves to make meaningful contribution to the policy dialogue processes. Moreover, their capacity, in terms of resources and technical strength, to engage in policy dialogue is inadequate. In some countries, it was revealed that input from the NSA during the annual NA-GA joint reporting process is a challenge. This is related in part due to the fact that the NSAs are not part of the annual review planning process which calls the need for joint planning. Some of the NA countries are making efforts to put in place a more inclusive multi-stakeholder platform where the NSA can play a better role in tracking the implementation of the CCFs. This reporting year 2015-2016, the CAADP Non-State Actors' Coalition (CNC) played a role in identifying stakeholders at country level to participate in the validation workshops under the mutual accountability component of the NA and GA processes. The CNC also participated in regular virtual meetings for doocrodtaion of the 2015-2016 annual review report.

Once validated through country level annual review, the data report could be included as an annex or special topic report in the larger JSR Country Report. During the JSR stakeholder meetings, a special session could be organized by the NA country leads to review progress made against NA commitments.

ii) Challenges in the Implementation of CCFs

This section summarizes some of the challenges encountered and the way forward towards strengthening CCFs as a tool for unlocking private sector investment in support of agricultural transformation in the AU Member States.

- **Outdated CCFs**

Most stakeholders in CCF implementing countries including Governments, private sector and development partners, are of the view that most of the Country Cooperation Frameworks are (or are almost) out of date and do not reflect the current context/reality of issues affecting private sector investment in the agricultural sector. In this regard, the AUC NA Team found that some countries including Ethiopia and Malawi have taken steps to refresh the policy commitments contained in their CCFs through an inclusive broad based participatory process. Ethiopia has streamlined the policy commitments from 16 commitments made in 2012 to 8 policy commitments, endorsed by the Government in 2016. The country is in the process of identifying specific investment case studies in place of the previous LOIs, and is also undertaking a donor mapping exercise in support of institutional capacity to implement the newly identified policy commitments. The multi-stakeholder task force (PSDTF), in Ethiopia, led the process of reviewing the original NA policy commitments through a consultative process in which all stakeholders including the private sector represented through Apex bodies were part of the process.

Malawi has also reprioritized from 35+ policy commitments contained in the original CCF to 15. This was a demanding process, which involved 15 months of consultation and finalization to generate a revised CCF. Similar sentiments on the need to revise the existing NA and GA CCFs were reflected by stakeholders in Cote d'Ivoire, Mozambique, Ghana, Nigeria, Senegal and Tanzania. It should be noted that the existing CCFs were developed in 2012 and subsequent years do not reflect emerging realities affecting the private sector enabling environment in AU member states. Besides, various commitments in the CCFs have been implemented and are no longer relevant yet, they continue to be accounted for in the reporting processes. Key thematic areas such as gender, nutrition and climate change etc., will also need to be strengthedned in the reviewed CCFs, going forward.

- **Lack of Mainstreaming of CCF Annual Reviews in Country Joint Sector Reviews (JSRs)**

In most of the NA countries, the annual reviews are undertaken separately from the JSRs. Note that the JSRs involve/include the wider agricultural sector. In some countries, departments responsible for leading the NA annual review process within the ministries responsible for agriculture are different from those responsible for coordination of the sectorial JSRs. In general, it was found that the JSRs do not necessarily take place at specified time periods in a year. This is due to resource constraints at country level. In some countries, it was explained that the timeline for the NA - GA processes is predictable due to the support received from ReSAKSS (technical) and Africa Lead (logistical). While there was a call for alignment of the annual review timeline of NA-GA with the respective country JSR dates to avoid separate reviews beign conducted every year, the feasibility of this requires better joint planning efforts by all pertinent bodies. Higher level sectorial working groups such as the Agriculture Sector Working Groups in Malawi and Ghana and the Coordination Committee of Scientific Activities (CCSA) in Mozambique could play a crucial role in the process of aligning and mainstreaming the current standalone NA-GA reporting with, CAADP annual agricultural JSRs in the countries where CCAs are used to unlock private sector investment in support of the NAIP implementation in respective countries.

- **Low Engagement with Civil Society**

Civil society represents a diverse group of stakeholders in most of the NA and GA countries. CSOs have voiced a need to enhance their participation in the entire processes and not only during the annual review process. They believe that their participation in the formulation of country cooperation agreements from the onset, and implementation, in monitoring and evaluation, and ultimately reporting, is crucial. Currently civil society are part of the mutual accountability process. They are invited annually to the NA and GA stakeholder validation workshops. These workshops are aimed at validating progress in the implementation of the CCFs based on self reported data from Government, development partners and, domestic and international private sector LOI companies. This implies that the CSOs are requested to be part of a mutual accountability process to which they may not have participated in at inception stage. The AUC as an institution spearheading the annual review process is keen to ensure that the legitimate representative apex bodies from civil society, in support of CAADP implementation, are part of the task force coordinating the annual review process. In this regard, the CAADP Non-State

Actors Coalition (CNC) is mandated by the African Union Commission. The CNC has been taking part in coordination efforts aimed at promoting mutual accountability efforts around the CCFs.

iii) Way forward and Priorities for 2016- 2017

- **Scaling up CCFs is essential - strengthening the framework/tool for better implementation**

New Alliance and Grow Africa Country Cooperation Agreements have proven to be a useful tool available in the African continent to unlock the much needed private sector investment in the agricultural sector. While key lessons, thoughts and alterations emerged including: the need to better integrate CCAs with the CAADP process and Malabo Declaration; other CAADP related platforms calling for increased agribusiness investment; New Alliance and Grow Africa transitioning to AUC and the NEPAD Agency, an opportunity is emerging to strengthen the CCF as a CAADP tool to mobilize the private sector behind Malabo implementation in AU member States.

Based on lessons learnt in the implementation of CCFs, the tool is well positioned to contribute to achievement of the Malabo Declaration targets, which include boosting intra-African trade in agriculture, halving poverty, through inclusive agricultural growth, promoting zero hunger, increasing investment finance in agriculture and mutual accountability to actions and results.

It is essential to note that the 12th CAADP Platform recommended a strong focus on enhancing the effectiveness of finance and responsible private sector investment in supporting implementation of NAIPs. CCFs complement the NAIPs - NAIPs which are, to a larger extent, public sector instruments that may not necessarily, on their own, offer adequate dynamism, focus and active collaboration required to attract private sector engagement. This is being increasingly reciognised by the AUC and NEPAd Agency as they strategise the way forward through the next generation of NAIPs.

- **Value chain focus**

In line with the AU Malabo Commitments to invest in selected priority value chains, the AU and NEPAD Agency and their partners, through the NA and GA proceses , would exert effort to support countries as they embark on the task of selecting priority and promising agricultural commodity value chains. These are value chains that have potential to raise incomes of millions of smallholder farmers including, the youth and women farmers. In this regard, deliberate efforts will be made to deliver on commitments in the revised/next generation of CCFs that are more specific to prioritized value chains in the Member States.

- **Promoting the implementation of Guidelines on Responsible Investment**

It is known that CSOs/Non Governmental Organisations (NGOs) on several occasions have presented grievances against companies investing in African agriculture. The content/expression of these grievances have lacked detail and context. This limits the ability to pursue a defined and constructive resolution process. Given this, neither NA, GA nor its partners could determine whether the companies involved had acted responsibly/irresponsibly in the absence of concrete guidelines on how to deal with grievances. Guidance on a clear and standardized grievance process, would allow NA and GA, and more importantly national-level equivalents, to support companies and communities to manage such issues better, and to make a clear decisions on whether the company should continue to benefit from NA and GA support .

In collaboration with their partners the AUC, NA Secrertariat and GA are working with the AU Land Policy Initiative [LPI] and Landesa in eveloping guidance on grievance processes for land based investments in Africa. This is being done through support from DfID to support responsible investment within the context of CCF implementation. The recent Leadership Council held in new York on September 19th 2016 recognised this effort and recommended that it be finalized ahead of the next meeting.

- **Enhancing the role of Civil Society in CCF Processes**

The NA Secretariat strengthened its engagement with CSOs during 2016 throught the CAADP Non-State Actors Coalition (CNC) in order to share information on the NA and GA implementation processes, and to enhance participation of CSOs in the NA-GA processes. It is crucial, as indicated earlier, for CSOs to participate in the planning, implementation, review and reporting processes. As a result, the CNC represented CSOs during the Leadership Council meeting in September 2016. Furthermore, a meeting of stakeholders including AUC, NA, GA and the CNC members was held at Entebbe Uganda on 14th October 2016 with a view to clarifying issues and sharing information that would enable better participation of CSOs and other NSAs in the NA and GA agenda.

This meeting resulted in an agreement between AUC and th CNC to collaborate in implementation of the CCFs. Clear roles and responsibities of the various actors were dicussed and agreed upon. It was clear that while CSOs have a key role in advocacy and lobbying for grassroots, their responsibility is also extended towards providing support to smallholders on the ground – in terms of: building their capacity to participate in policy dialogue; enhancing their skills and adoption of technologies; enhancing access to finance and other rsources; strengthening organisational and negoititation skills; support in addressing emerging issues such as gender, climate change and nutrition etc., within the contexct of responsible private sector investment and its linakges to smallholders alonmg the agriculture value chain.

Table 3: Summary of New Alliance governance and coordination structures in selected New Alliance Countries

Country	Name of NA Governance Platform responsible for implementation of CCA	Leadership of NA Governance	Host Institution	Overarching structure
Ethiopia	Private Sector Development Task Force (PSDTF)	Co-chaired by ATA and Development Partner's NA Lead in Ethiopia (USAID)	Agricultural Transformation Agency	Rural Economy Development and Food Security (RED&FS). RED&FS is responsible for CAADP coordination
Tanzania	Partnership Accountability Committee (PAC)	Chaired by the Prime Minister's Office	Prime Minister Office	-
Malawi	New Alliance Core Team & NA Coordinator	Office of the Principal Secretary in the MINAGRI	Ministry of Agriculture, Irrigation, and Water Development	The High Level Task Force (HLTF)
Mozambique	Ministry of Agriculture with support from USAID SPEED Project	Director of Policy and Planning, MINAGRI	Ministry of Agriculture	Agriculture Sector Coordination Council (CCSA)
Côte d'Ivoire	Planning, Programming and Finance Directorate of the Ministry of Agriculture	Director of PPFD, Ministry of Agriculture	Ministry of Agriculture	Cabinet Minister's Office
Ghana	Planning, Program and Budget Directorate	Deputy Director is the	Ministry of Food and	The Agriculture Sector Working

	(PPBD) of the Ministry of Agriculture	focal point for NA.	Agriculture (MoFA)	Group (ASWG)
Nigeria	Department of Policy Planning and Coordination	Director of Policy Planning and Coordination	Ministry of Agriculture and Rural Development	The Agriculture Sector Working Group (ASWG)
Senegal	Department of Analysis, Precison and Statistics (DAPSA)	Director of the Department of Analysis, Precison and Statistics (DAPSA)	Ministry of Agriculture, Livestock and Water Development	CAADP/NAIP Technical Committee

Source: New Alliance Secretariat, AUC

2015-16 Highlights across the continent

Republic of Ghana

- 21 LOIs from 11 Africa based companies and 10 international.
- $165,689,071 of planned investment.
- $12,819,406 reported as invested in 2015-16, making a cumulative total of $61,221,618 to date.
- 231,491 smallholders reached in 2015-16
- 1,688 (78% female) jobs created in 2015-16
- $347 million donor disbursements in 2015-16 (78 % of expected)

Federal Democratic Republic of Ethiopia

- 16 LOIs from 6 Africa based companies and 10 international.
- $752,622,380 of planned investment.
- $113,118,950 invested in 2015-16, making cumulative total of $144,807,425 to date
- 215,526 smallholders reached in 2015-16
- 265 (92% female) jobs created in 2015-16
- $ 1129.6 million donor disbursements in 2015-16 (112% of expected)

United Republic of Tanzania

- 36 LOIs from 23 Africa companies and 13 international.
- $1,144,904,893 of planned investment.
- $59,634,639 reported as invested in 2015-16, making a cumulative total of $90,707,172 to date.
- 3,588,434 smallholders reached in 2015-16
- 1,225 (15% female) jobs created in 2015-16
- $500 million donor disbursements in 2015-16 (79% of expected)

Republic of Cote d'Ivoire

- 25 LOIs from 13 Africa based companies and 12 international.
- $887,071,595 of planned investment.
- $1,728,100 reported as invested in 2015-16, making a cumulative total of $ 114,722,792 to date.
- 145,546 smallholders reached in 2015-16
- 1,160 (70%female) jobs created in 2015-16
- $223 million donor disbursements in 2015-16 (440 % of expected)

Republic of Senegal

- 38 LOIs from 34 Africa based companies and 4 international.
- $109,014,880 of planned investment.
- $21,261,032 reported as invested in 2015-16, making a cumulative total of $89,557,717 to date.
- 138,139 smallholders reached in 2015-16
- 4,226 (21% female) jobs created in 2015-16
- $ 489 million donor disbursements in 2015-16 (104% of expected)

Republic of Malawi

- 29 LOIs from 19 Africa based companies and 10 international.
- $230,300,000 of planned investment.
- $41,864,053 reported as invested in 2015-16, making a cumulative total of $81,507,032 to date.
- 1,477,069 smallholders reached in 2015-16
- 8,816 (22% female) jobs created in 2015-16
- $366 million donor disbursements in 2015-16 (90% of expected)

Federal Republic of Nigeria

- 40 LOIs from 26 Africa based companies and 14 international.
- $5,095,525,000 of planned investment.
- $254,448,448 reported as invested in 2015-16, making a cumulative total of $1,395,734,257 to date.
- 64,356 smallholders reached in 2015-16
- 7,276 (35% female) jobs created in 2015-16
- $294 million donor disbursements in 2015-16 (76%

Republic of Benin

- 26 LOIs from 23 Africa based companies and 3 international.
- $111,793,062 of planned investment.
- $14,633,934 reported as invested in 2015-16, making a cumulative total of $78,611,204 to date.
- 161,337 smallholders reached in 2015-16
- 1,861(67% female) jobs created in 2015-16
- $ 15 million donor disbursements in 2015-16 (126% of expected)

Burkina Faso

- 19 LOIs from 10 Africa based companies and 9 international.
- $64,463,065 of planned investment.
- $17,740,085 reported as invested in 2015-16, making a cumulative total of $55,503,504 to date.
- 87,419 smallholders reached in 2015-16
- 1,199 (68% female) jobs created in 2015-16
- $590 million donor disbursements in 2015-16 (125% of expected)

Republic of Mozambique

- 35 LOIs from 29 Africa based companies and 6 international.
- $580,876,000 of planned investment.
- $39,665,244 reported as invested in 2015-15, making a cumulative total of $153,700,000 to date.
- 839,448 smallholder reached in 2015-16
- 2,461 (49 % female) jobs created in 2015-16
- $ 329 million donor disbursements in 2015-16 (128 % of expected)

Annex 5.1 Letters of Intent (LOI) Implementation Progress[17]

	Country	Benin	Burkina Faso	Côte d'Ivoire	Ethiopia	Ghana	Malawi	Mozambique	Nigeria	Senegal	Tanzania	Kenya	Rwanda	Total
	LOIs (African Based Companies)[1])	26 (23)	19 (10)	25 (13)	16 (6)	21 (11)	29 (19)	35 (29)	40 (26)	38 (34)	36 (23)	11 (4)	4 (2)	300 (200)
	Current planned investment [2] (million USD)	112	64	887	753	166	230	581	5,095	109	1,145	23	100	9,265
	Investment made in 2015(million USD)	15	18	2	113	13	42	40	254	21	60	1	0.6	580
	Jobs Created in 2015-16[3] (% of female jobs)	1,861(67)	1,199(68)	1,160(70)	265(92)	1,688(78)	8,816(22)	2,461 (49)	7,276(35)	4,226(21)	1,225(15)	164(68)	NR	30,341 (37)
Small holders reached	Small holders reached in 2015 (% of female)	21	29	19	19	25	39	32	15	23	35	37	46	35%
	Reached through [4]:													
	Financial or data services	755	13,889	40	NR	40,409	41,500	48,013	6,302	120	106,078	1,200	NR	258,306
	Input products and services	4,617	300	40	144,959	3,194	24,705	7,488	9,398	2,719	20,594	3,750	NR	221,764
	Mechanization products and services	355	70	NR	872	3,193	5,200	25,038	5,082	477	296	3,107	NR	43,691
	Open Market sourcing	2565	NR	NR	NR	194	89,550	19,206	4,730	3,130	120	51,795	NR	171,290
	Production contracts	7,180	300	NR	56,259	15,794	16,540	30,380	6,797	2,732	2,119	18,595	1,500	158,196
	Training	3,945	13,839	NR	34,259	40,409	73,800	10,348	6,775	70,615	47,199	72,650	1,500	375,389
	Unclassified [5]	141,920	59,018	145,466	NA	128,297	1,225,774	698,975	25,272	58,346	3,412,028	3,040,310	218,986	9,154,392
	Total	**161,337**	**87,466**	**145,546**	**215,526**	**231,491**	**1,477,069**	**839,448**	**64,356**	**138,139**	**3,588,434**	**3,191,407**	**221,986**	**10,362,205**
LOIs implementation	Complete (%)	0	0	0	0	0	6	15	14	8	13	17	0	8.46
	Performing well/a head of schedule (%)	30	33	33	43	14	6	15	9	38	25	17	0	20
	On plan (%)	20	17	33	14	57	31	20	41	23	19	33	75	29.23
	Minor problems (%)	50	17	0	29	14	25	40	18	15	38	33	0	26.92
	Major problems (%)	0	33	33	0	14	19	10	9	15	6	0	0	10.77
	Cancelled (number) [7]	0	0	0	1	0	2	0	2	0	0	0	1	4.62

Source: Grow Africa

Explanatory notes

NR = None reported; NA = Not applicable

1. *African based means the LOI Company is headquartered in Africa*
2. *Current planned investment refers to the original value of LOI investment commitments less what LOIs have reported as cancelled*

[17] Ethiopia data is provisional pending in-country validation.

3. *Jobs created are all types of employment opportunities created during the reporting year in agriculture- or rural-related enterprises (including farming and non-farm jobs).*
4. *10.3 million smallholders were reached by these investments either directly or indirectly (via third parties). In its stocktaking exercise, Grow Africa asks all companies reporting to indicate what services were provided to smallholders. Not all companies completed this question and therefore the numbers below do not sum to 10.3 million*
5. *Unclassified refers to self-reported data that was not disaggregated by the LOI companies according to the above categories*
6. *In Ethiopia, an estimated 20,823 smallholders were reached through more than one means*
7. *Reasons for cancellation are varied across LOIs. Major ones reported in 2015 are - adverse macro-economic conditions (e.g. volatile exchange rates, high inflation, high interest rates) and changes in the global market dynamics*

Annex 5.2. Summary of Government Policy Commitment Progress

Table 5.2 a: Progress Against Policy Commitments by Country (in percentage)

Country and Due date		Complete (%)		Some Progress (%)		No progress (%)		No Update (%)		Total (Number)
Benin	By June 2016	25	(5)	70	(14)	5	(1)	0	(0)	20
	After June 2016	0	(0)	100	(4)	0	(0)	0	(0)	4
	Total	21	(5)	75	(18)	4	(1)	0	(0)	24
Burkina Faso	By June 2016	33	(10)	67	(20)	0	(0)	0	(0)	30
	After June 2016	0	(0)	0	(0)	0	(0)	0	(0)	0
	Total	33	(10)	67	(20)	0	(0)	0	(0)	30
Côte d'Ivoire	By June 2016	22	(4)	72	(13)	0	(0)	6	(1)	18
	After June 2016	0	(0)	0	(0)	0	(0)	0	(0)	0
	Total	22	(4)	72	(13)	0	(0)	6	(1)	18
Ghana	By June 2016	53	(8)	47	(7)	0	(0)	0	(0)	15
	After June 2016	0	(0)	0	(0)	0	(0)	0	(0)	0
	Total	53	(8)	47	(7)	0	(0)	0	(0)	15
Malawi	By June 2016	20	(3)	33	(5)	47	(7)	0	(0)	15
	After June 2016	0	(0)	0	(0)	0	(0)	0	(0)	0
	Total	20	(3)	33	(5)	47	(7)	0	(0)	15
Mozambique	By June 2016	53	(8)	27	(4)	20	(3)	0	(0)	15
	After June 2016	0	(0)	0	(0)	0	(0)	0	(0)	0
	Total	53	(8)	27	(4)	20	(3)	0	(0)	15
Nigeria	By June 2016	31	(8)	69	(18)	0	(0)	0	(0)	26
	After June 2016	0	(0)	100	(1)	0	(0)	0	(0)	1
	Total	30	(8)	70	(19)	0	(0)	0	(0)	27
Senegal	By June 2016	44	(12)	52	(14)	4	(1)	0	(0)	27
	After June 2016	27	(6)	64	(14)	9	(2)	0	(0)	22
	Total	37	(18)	57	(28)	6	(3)	0	(0)	49
Tanzania	By June 2016	42	(5)	58	(7)	0	(0)	0	(0)	12
	After June 2016	0	(0)	0	(0)	0	(0)	0	(0)	0
	Total	42	(5)	58	(7)	0	(0)	0	(0)	12
Grand Total	By June 2016	35	(63)	57	(102)	7	(12)	1	(1)	178
	After June 2016	22	(6)	70	(19)	7	(2)	0	(0)	27
	Total	34	(69)	59	(121)	7	(14)	0.5	(1)	205
Source: New Alliance for Food Security and Nutrition based on National Sources, 2016										

Note: The figure in parenthesis are the number of policy commitments

Table 5.2 b: Progress Against Policy Commitments by Policy Area (in percent)

Due date and Policy area	Complete (%)	Some Progress (%)	No progress (%)	Total reported (Number)
Due By June 2016				
Enabling Environment for Private sector investment	33	62	5	55
Land and Resource Rights and Policy	17	78	6	36
Nutrition	36	64	0	22
Policy Institutions	40	40	20	10
Resilience and Risk management	50	50	0	10
Trade and Markets	25	63	13	8
Inputs Policy	55	36	9	33
Infrastructure Development				0
Other	67	0	33	3
Totals for commitments due before June 2016	**36**	**58**	**7**	**177**
Due after June 2016				
Enabling Environment for Private sector investment	29	65	6	17
Land and Resource Rights and Policy	0	100	0	2
Nutrition	100	0	0	1
Policy Institutions	0	100	0	4
Resilience and Risk management				0
Trade and Markets				0
Inputs Policy	0	67	33	3
Infrastructure Development				0
Other				0
Totals for commitments due after June 2016	**67**	**0**	**33**	**27**
Source: New Alliance for Food Security and Nutrition based on National Sources 2016				

Annex 5.3. Country Cooperation Framework Financial Commitments

5.3a: Financial Commitments by Development Partners (Million USD)[18]

Development Partners	Original Funding Intention		Prorated Funding Intention		Disbursements to date		Percent disbursed against original		Percent disbursed against prorated	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
ABfD	51	16	0	6	17	5	34	33		89
Belgium	18	25	18		14	16	75	63	75	
Canada	248	242	248	166	287	223	115	92	115	135
EU	1,227	1,135	325	668	647	435	53	38	199	65
France	694	694	430	405	303	157	44	23	70	39
Germany	361	361	0	303	194	97	54	27	na	32
Ireland		50				33		65		
Italy	151	168	131	63	36	12	24	7	27	19
Japan	453	453	444	280	675	402	149	89	152	144
Norway	122	111	100		95	39	78	35	95	
South Korea	6		5		5		83		92	
UK	726	727	612	540	470	419	65	58	77	78
USA	1,957	1,957	1,957	1,819	1,620	1,343	83	69	83	74
World Bank	166	166	0	73	57	41	34	24	na	56
Total	6,181	6,105	4,271	4,323	4,419	3,222	71	50	103	85

Source: Authors' calculation based on donor self-reporting compiled by France for 2015-16

[18] Development partners' financial commitments to the New Alliance reflect original commitments made within each country's cooperation frameworks and the time-bound funding commitments made therein. Most donors report against these commitments up to their fulfillment of 100% and/or to which point the commitments within each Country Cooperation Framework have come to an end. In addition to the original financial commitments, development partners can put forward additional efforts to follow-up projects and to meet the New Alliance's objectives.

5.3b: Financial Commitments by Recipient Country (Million USD)[19]

Countries	Original Funding Intention		Prorated Funding Intention		Disbursements to date		Percent disbursed against original		Percent disbursed against prorated	
	2015	2014	2015	2014	2015	2014	2015	2014	2015	2014
Benin	65	65	12	35	15	7	22	11	126	21
Burkina Faso	644	563	472	81	590	428	92	76	125	531
Cote d'Ivoire	285	261	183	259	307	218	108	84	167	84
Ethiopia	1,555	1,498	1,162	1,364	1,296	1,151	83	77	112	84
Ghana	574	573	424	467	347	192	60	34	78	41
Malawi	462	629	395	61	347	257	79	41	90	421
Mozambique	384	514	258	84	329	195	86	38	128	233
Nigeria	477	477	264	209	202	128	62	27	84	62
Senegal	869	851	472	429	485	253	56	30	103	59
Tanzania	867	867	630	732	500	337	58	39	79	46
Total	6,181	6,298	4,271	3,721	4419	3,167	73	50	103	85

Source: Authors' calculation based on donor self-reporting compiled by France for 2015-16

[19] Development partners' financial commitments to the New Alliance reflect original commitments made within each country's cooperation frameworks and the time-bound funding commitments made therein. Most donors report against these commitments up to their fulfillment of 100%. In addition to the original financial commitments, development partners can put forward additional efforts to follow-up projects and to meet the New Alliance's objectives.

Annex 5.4. Summary of New Alliance Enabling Actions

<table>
<tr><th>Enabling Action</th><th></th></tr>
<tr><td rowspan="3">1. Agribusiness Index</td><td>Call on the World Bank, in consultation with other relevant partners, to develop options for generating a Doing Business in Agriculture Index</td></tr>
<tr><td></td></tr>
<tr><td>The EBA released its second annual report
EBA launched a new website in January 2016 (http://eba.worldbank.org/),.
A series of policy dialogues will take place in Vietnam, Ethiopia, Sudan, and Guatemala.
The EBA team will carry out data collection in 20 new countries and again for the previous 40 countries, inclusive of all New Alliance countries.
The EBA will coordinate dissemination events in Sudan, Ethiopia, and Rwanda that complement webinars designed to educate diverse user groups about the EBA tool.
Gender integration will continue and deepen to inform comparability of gender dimensions related to agribusiness enabling environment topics.</td></tr>
<tr><td rowspan="4">2. Agriculture Fast Track Fund</td><td></td></tr>
<tr><td>Support the preparation and financing of bankable agricultural infrastructure projects through multilateral initiatives, including the development of a new Agriculture Fast Track Fund</td></tr>
<tr><td></td></tr>
<tr><td>The latest call in March 2016 resulted in 210 concept notes received, out of which 40 have been invited to submit full proposals, to be judged in summer 2016.
To date, the AFT has approved 12 project preparation grants, enabling firms to finance project design work such as feasibility studies, market analyses, environmental impact, and other activities required by banks and other investors to issue commercial loans.
The AfDB AFT website was also launched in March 2016: http://www.aftfund.org/</td></tr>
<tr><td rowspan="3">3. Technology Platform & 10-year Yield Targets</td><td></td></tr>
<tr><td>Determine 10-year targets in partner countries for sustainable agricultural yield improvement and adoption of improved technologies. Launch a Technology Platform with the CGIAR/IFPRI and the Forum on Agricultural Research in Africa (FARA) that will assess the availability of improved technologies for food commodities critical to achieve sustainable yield, resilience, and nutrition impacts, identify current constraints to adoption, and create a roadmap to accelerate adoption of technologies</td></tr>
<tr><td></td></tr>
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	• The Technology Platform team has generated various datasets to help improve agricultural investment analyses and made them publicly available through IFPRI's data repository. • The geospatial tools and analysis were used in Tanzania as a CSA support tool with the Ministry of Agriculture, as part of the NAIP Appraisal Technical Consultations, and at the country level with all three Sub-regional organizations (ASARECA, CCARDESA and CORAF/WECARD) for in-country level impact analysis and as a tool for training and capacity development (underway)
4. Scaling Seeds and Technologies Partnership	
	Launch SSTP in Africa, housed at the Alliance for a Green Revolution in Africa, to strengthen the seed sector and promote the commercialization, distribution, and adoption of high quality seed of superior varieties and complementary technologies prioritized by the Technology Platform to meet established goals in partner countries
	• SSTP has awarded a total of 55 grants totaling $21,147,039 with an additional cost contribution by implementing partners of $9,290,924. The project is scaling up production of 161 varieties of 15 crops. • Complementary technologies being scaled up • SSTP has produced a total of 10,009 tons of seed (23% of our target). • 11,653 demonstration plots have been established: • 29,576 individuals have received short-term agricultural sector productivity or food security training against a target of 40,644 (72.77%). • The project is planning to directly impact 7,600,000 individuals by July 2018 and has already reached 2,639,826 individuals (34%). • SSTP has supported the development of the COMESA Regional Seed Variety Catalog • SSTP has supported Southern Agricultural Growth Corridor of Tanzania (SAGCOT)
5. New Alliance ICT Extension Challenge Fund	
	Launch an information and communication technology innovative challenge fund on extension services
	• The multi-donor ICT Extension Challenge Fund has awarded six grants to consortia of ICT-enabled service providers who are helping to increase the reach and impact of the Scaling Seeds and Technologies Partnership working in Ethiopia, Senegal, Ghana, Tanzania, Mozambique, and Malawi.
6. National Risk	

Assessment Strategies	Support the Platform for Agricultural Risk Management to conduct national agricultural risk assessment strategies, to be conducted by the World Bank and other international institutions in partnership with the New Alliance countries
	• Risk assessments in all seven countries were completed. • The World Bank ARMT team also completed the development of guidelines on the methodology for conducting agricultural sector risk assessments.
7. Global Action Network for Agricultural Index Insurance	
	Accelerate the availability and adoption of agricultural index insurance in order to mitigate risks to smallholder farmers. This network will identify constraints, synthesize and disseminate best practices, and support regional training and capacity building
	• The GAN working groups have had two face-to-face meetings (April 2015 and May 2016), and organized three Webinars and a Knowledge Sharing Forum • An Initial draft of guidelines on safe minimum quality standards for index insurance contracts was developed and is being integrated with the International Labor Organization's (ILO) more subjective assessment criteria on insurance products. • The GAN is supporting targeted outreach activities aimed at accelerating the development of inclusive agricultural markets in two focus countries (Senegal and Bangladesh).
8. Nutrition Deliverables	
	a. Actively support the Scaling Up Nutrition (SUN) Movement and welcome the commitment of African partners to improve the nutritional well-being of their population, especially during the critical 1,000 days window b. Commit to improve tracking and disbursements for nutrition across sectors and ensure coordination of nutrition activities across sectors c. Support the accelerated release, adoption, and consumption of bio-fortified crop varieties, crop diversification, and related technologies to improve the nutritional quality of food in Africa

	• The SUN Movement Strategy 2016-2020 was launched with a corresponding Roadmap for actions over the next two years.
	• In support of advancing nutritious foods, supports was given Harvest plus and Grain Legumes Innovation lab to conduct research so as to develop improved seed varieties
	• There are now 57 SUN Countries supported by over 3,000 civil society alliances, 141 businesses, the United Nations system and donor agencies, all working to galvanize concerted actions across sectors to achieve four strategic objectives:
	  • Expand and sustain an enabling political environment
	  • Prioritize effective actions that contribute to good nutrition
	  • Implement actions aligned with national Common Results Frameworks

	• Effectively use, and significantly increase, financial resources for nutrition
9. Global Agriculture and Food Security Program (GAFSP)	
	Support the GAFSP with the goal of securing commitments of $1.2 billion over 3 years from existing and new development partners, scaling up and strengthening the operations of its public and private sectors windows, and support other mechanisms that improve country ownership and align behind CAADP national investment plans.
	• GAFSP continues to hold joint Steering and Donor Committee meetings that include the full range of key stakeholders – recipient countries, donors, civil society, and supervising entities. • Stakeholders endorsed a new Monitoring and Evaluation Framework for GAFSP projects, as well as the "Missing Middle" initiative. • The Steering Committee also launched GAFSP's call for proposals on 12th September 2016, with a target size of $125 million that is expected to fund 3-5 projects. • As of December 2015, GAFSP's Public Sector Window had made grant allocations amounting to over $1 billion in 30 countries. The Private Sector Window has also continued to expand its portfolio, having committed $192 million in financing to 32 investments, and $6.8 million to 35 private sector advisory projects.
10. Global Open Data Initiative for Agriculture and Nutrition (GODAN)	
	Share relevant agricultural data available from G-8 countries with African partners and convene an international conference on Open Data for Agriculture, to develop options for the establishment of a global platform to make reliable agricultural and related information available to African farmers, researchers and policymakers, taking into account existing agricultural data systems.
	• Five Global Open Data for Agriculture and Nutrition (GODAN) initiative partners pledged the vision of a GODAN Summit in 2016 during the 3rd International Financing for Development (FfD) conference in Ethiopia. • GODAN membership, composed of governments, donors, international organizations, and private businesses, now exceeds 280 partners.

Source: Authors compilation from the Report on Enabling Actions Matrix for 2015/16 provided by AUC and ReSAKSS

Annex 5.5: Responses of Companies in the Ten Countries on Constraints and the Enabling Environment

Companies in the ten countries highlighted some of the following constraints facing their operations and investments.

Country	Constraints facing operations and investments
Benin	1. **Policies and regulations-**The environment is unfavorable to investments owing to the inability of agricultural policies to reduce risks. 2. **Infrastructure-** It is weak particularly water and electricity. 3. **Access to finance-** Companies stressed the lack of access to affordable financing. 4. **Skilled workforce-** Qualified workers are not available in the sector. 5. **Access to inputs-** Companies mentioned the failure to group together smallholders into cooperatives to reduce the costs of access to raw materials.
Burkina Faso	1. **Infrastructure-** Poor infrastructure especially energy and water supply continued to impede investment. 2. **Access to finance-** Lack of access to affordable finance, especially working capital, was the most frequently cited obstacle in Burkina Faso. 3. **Workforce-** Lack of skilled and unskilled labor, with a company citing mining activities as employing potential labor. 4. **Access to land-** Challenges in securing land in the industrial area. 5. **Access to inputs-** Lack of consolidation of smallholders is increasing the cost of raw materials.
Cote d'Ivoire	1. **Access to finance-** Lack of access to affordable funding was highlighted by the companies as the most serious constraints 2. **Infrastructure-** Companies mentioned the presence of infrastructural deficit, particularly in irrigation and availability of water. 3. **Access to land-** The presence of land acquisition difficulties was mentioned by the companies. 4. **Smallholder grouping-**lack of organization of small-scale farmers.
Ethiopia	1. **Access to finance-** Companies stated lack of access to finance as one of the obstacle. 2. **Skilled workforce-** There is lack of skilled labor. 3. **Access to inputs-**Shortcomings in supply chain for brewing activities, from limited availability of improved malt barley seed to limited malting capacity to meet growing

	demand for beer. 4. **Smallholder grouping -**Lack of smallholder aggregation
Ghana	1. **Access to finance-** Lack of access to finance and delays due to bureaucracy of lenders was the most frequently cited constraint by investors in Ghana. 2. **Infrastructure-** Infrastructure limitations, particularly for storage, and limited access to infrastructure in some SADA zones was mentioned. 3. **Skilled workforce-** Lack of skills across value chain, particularly in business and financial reporting, and low literacy levels particularly among women farmers. 4. **Mechanization-** Companies stated the need for mechanization to help farmers meet increased demand. 5. **Governance-** Unclear governance and regulation of the sector.
Malawi	1. **Access to finance-** Lack of access to finance and prohibitively high interest rates was the most frequently cited constraint by investors in Malawi. 2. **Devaluation-**Severe devaluation of the kwacha and high inflation rates; 3. **Access to power-**The presence of erratic power supply and high energy costs was highlighted as an impeding factor for the private sector. 4. **Tax-** Unpredictable follow-through on government commitments, particularly in payment of subsidies and implementation of tax incentives.
Mozambique	1. **Bureaucracy-** High level of bureaucracy reflected by the extremely long lead times for getting approvals from Government departments, even where these departments have set reporting periods. 2. **Climate change-** Negative impacts of climate change specifically the drought experienced in the past year. 3. **Lack of financing**, poor infrastructure, civil unrest, lack of skilled manpower and lack of a standardized framework for environmental compliance. 4. **Access to market-** Small market size, with wide geographical spread, which has inevitably increased the cost of conducting business;
Nigeria	1. **Access to finance-** Lack of access to affordable finance, and increasing challenges in accessing finance for projects that require foreign exchange. 2. **Policy-** Companies mentioned the presence of restrictive foreign exchange. 3. **Political risk-** Companies highlighted the political risk due to elections, and insecurity. 4. **Policy-** Uncertainty over future of crude palm oil (CPO) import regime, and lack of policy to regulate meat production. 5. **Mechanization-** Low levels of mechanization resulting in high cultivation costs and high processing costs

	6. **Infrastructure-** Weak transport infrastructure, particularly from northern Nigeria to Calabar 7. **Availability of inputs-** Insufficient supply of affordable quality raw materials for processors and lack of farmer aggregation; 8. **Bureaucratic procedures-** Delays in immigration clearance processes.
Senegal	1. **Access to finance-**lack of access to finance was the most frequently cited constraint by investors in Senegal. 2. **Climate change-**Companies mentioned the negative impacts of climate change. 3. **Policy-** Fiscal policy, particularly with regard to VAT, which investors consider very high at over 18% and lack of VAT exemptions; 4. **Skilled workforce-** The presence of skills deficit in agribusiness and farming was identified by the companies. 5. **Infrastructure-** Weak infrastructure for water access, roads, power, communication, and storage; 6. **Partnership-** Slow progress in government negotiations on partnerships or other agreements.
Tanzania	1. **Access to finance-** Banks rely on formal collateral, instead of on cash flows, limiting potential issue loans to potential borrowers. Long-term financing is necessary for capital equipment. 2. **Macroeconomic environment-** This is still a big challenge for encouraging more private sector investment especially in agriculture sector. 3. **Policies**- There are contradicting policies which discourage the private sector investment. 4. **Infrastructure-** There are still gaps in infrastructure to facilitate agriculture. Rural infrastructure (e.g. feeder roads, electrification, processing infrastructure, irrigation infrastructure, marketing etc.) are insufficient to support smooth operations of the private sector in agriculture. 5. **The Taxation regime-** Despite the government reviews on taxation regime to create some incentives in agriculture sector, the tax regime is still a challenge to private sector investment. Unpredictable tax regulations, especially import tax, leads to confusion and wasted time for companies. Clear and simple tax regimes are of interest to all parties for increased compliance. 6. **Overregulation** of some sectors- There is a need to review regulations to improve productivity of the dairy sub-sectors which is now overregulated

Source: Grow Africa 2016

Annex 5.6: New Alliance Development Partners' Qualitative Report on their Implementation of Programs/Activities during the Period from 2015 to 2016

In addition to the regular reporting on financial commitments in the New Alliance Annual Progress Report, development partners also undertook a new exercise to provide summary progress reports of their programs/activities implemented in New Alliance partner countries. While not part of the original New Alliance commitment, development partners agreed this exercise would enhance transparency and accountability and help stakeholders better understand the nature of the financial commitments. The subsequent table provided as Annex XX of the NA – GA 2015-2016 report gives an illustrative, but not a comprehensive sample of activities. Some of these programs or projects are in progress or newly beginning, while others have been completed.

Development partners responded to a request by the New Alliance Secretariat to prepare a simple narrative summary of progress, results and outcomes of activities implemented in partner countries, acknowledging the information volunteered is not intended to be a comprehensive or systematic reflection of activities and contributions. For objectives of each programs/activities please refer to each Country's Cooperation Framework.

The information provided may not be comparable across countries or development partners. It is an initial effort to increase the visibility of progress in implementation of the New Alliance. More detailed information can be found at donor level.

Canada

Countries	Comments on Funding Intentions since 2012/2013 to date	Region of Implementation	Progress, Results and Outcomes
Ethiopia	Canada has exceeded its original	National; Benishangul-Gumuz; Amhara; Oromiya; Southern	Canadian programming has improved agricultural output and access to nutritious foods, and enhanced income generation, and has addressed socio-cultural and gender barriers through community workshops. Additionally, several projects have worked with

	funding intention.	Nations, Nationalities and People's Region; Tigray	government and its partners to increase capacity to promote food security. As a result of Canada's contributions, crop productivity of maize, sorghum, groundnut, sesame and haricot bean crops have increased, with maize increasing by 164.4% in some areas. As well, female-headed households' access to financial services improved from 20% in 2010 to 73.9% in 2015 while improved institutional capacity contributed to 41 small- to medium-scale irrigation schemes.
Ghana	Canada has exceeded its original funding intention.	National, Upper West, Upper East, Northern states	Canada's funding increased farmers' awareness of the benefits of environmentally-sound agricultural practices and introduced practices like dry season gardening and drip irrigation. Through these efforts, crop yields for maize and soybean have increased. As well, agricultural extension strategies have been strengthened to improve the capacities of key facilitating partners and lead-farmers. Outcomes of Canadian programming include the training of 203 participants from 27 Ghanaian NGOs and the private sector in financial and results-based management and gender equality; 45,045 beneficiaries using innovative technologies introduced by projects; 23,207 mobilized women farmers; and an average increase of 380% in productivity in one project.
Senegal	Programming is on-going	National, Niayes, Casamance, Kolda, Kedougou	Canada works to support local economic development, improve access to rural finance, and support the transformation and marketing of agricultural products. These are pursued through the acceleration of activities to increase production and marketing in Niayes' agricultural sector, including conducting market analyses of potatoes, corn, onions and cabbage. Canadian programming has engaged various components of the agri-food supply chain in Casamance, from operators to institutions and policies. 20,575 producers in Niayes and 7,362 producers in Casamance have been directly supported through activities like coaching in crop protection and better agricultural production practices, and distribution of management tools and technological innovations.

European Union

Countries	Comments on Funding Intentions since 2012/2013 to date	Region of Implementation	Progress, Results and Outcomes
Benin			The actions seeks to improve Benin's system of sanitary and phyto-sanitary controls for agri-products in both entreprises and at the institutional level, reinforce the public-private dialogue, develop private sector activity through the promotion of specific value chains and training activities, as well as improving access to financing of MSMEs, through meso-financing.
Burkina Faso		National	• Strengthened subsistence means • Consolidated the seeds chain • Improved productive capacity in the Provinces of Sanmatenga, Namentenga and et Gnagna • Strengthened the ministry of Commerce's capacity to promote and accompany the private sector • Improved access to financing for SMEs • Improved the system for preventing and managing food crises, through a marked increase in the intervention and food security stocks. • Provided food assistance for 106 080 extremely poor people.
Côte d'Ivoire		National Abidjan-Dabou-Agboville, Sud-East	In the aim of increasing competitiveness and ensuring sustainable development, the programmes seek to reinforce several value chains, including sugar, banana and cotton. Activities have addressed, amongst others, land rights, environmental studies, productivity improvements, access roads, construction of shops, purchase of plants and sanitary installation. For example, 220,000 training days have been provided by

		Centre-North, Nord-West Sucrier plantations in Ferké I & II, Borotou and Zouenoula	agricultural service providers, reaching 113,547 cotton growers. For bananas, volumes exported per hectare increased by 16%, while producer revenues increased by 9%. For sugar, returns increased by 10%, with an increase in cultivated area in Borotou, Zuénoula and Ferké, for landless poor (target: 700 ha).
Ethiopia		National	In the aim of preventing depletion of household assets and community asset building (PSNP), and enhancing resilience of the targeted vulnerable poor households, programmes have aimed to help the 'Protection of basic services, Productive Safety net Program, increase productivity and income and strengthen resilience, including through a the livestock support program- focusing on enhancing access to animal health services. 1,2 million pastoralists and smallholder farmers have benefitted from this, while 1 million have benefitted from actions for withstanding recurrent crisis and seasonal shocks. 100 000 smallholder producers have been reached with a market development program, including installing 85 information kiosks.
Ghana			In the aim of improving livelihoods and food security for smallholders and vulnerable households, and strengthen natural resources management, the cocoa value chain has been emphasized, allowing smallholders to benefit from high prices and demand for certification, promoting both innovation and food security. 700,000 cocoa farmers have been directly or indirectly touched, whilst private sector linkages have been strengthened. Further, the policy environment for natural resources management was supported, to address the ongoing deterioration of the environment and overexploitation of the natural resources base – such as through budget support for the management of forests, land resources, wildlife and fisheries.
Malawi			EU support focusses on strengthening the Government's Agriculture Sector Wide Approach (ASWAp) investment framework towards agriculture growth. Complementary support to private sector development, standardisation and accreditation, land governance, climate change and nutrition. • Rural roads: between 2012 and 2015, rehabilitation of about 2450 km of rural roads and 217 bridges. Providing over 40,000 jobs. • Irrigation: EU supports the Green Belt Initiative with the development of medium and

			large scale irrigation schemes for a total of 2,300 ha by mid-2018. • Nutrition: the EU school meals programme benefited more than 200,000 children in 2014. • Sugar: EU facilitated development of 1,300ha of smallholder irrigated sugarcane. Average level of net income of smallholder farmer has doubled in 5 years to reach MWK 840,000. Business enabling environment: with EU support, the NSO's Trade Map and MITC's Information Trade Portal were launched in November 2015, allowing for informed business decisions and trade policy making. The Malawi Bureau of Standards has also been supported with new equipment and infrastructures.
Mozambique		National (specific target provinces per programme)	Programmes have focussed upon strengthening food security and nutrition, while seeking to generate growth through value chains promotion in both the public and private sector. Activities have included market access programmes, value chain promotion activities led by local authorities, nutrition programmes and sugar cane outgrower promotion. Actions include value chain promotion contracts in 20 local districts, the vaccination of 1,200,000 chickens, cultivation of 530 ha of land for sugar cane production by 400 smallholders, and the distribution of seeds and agricultural inputs vouchers for smallholder farmers.
Nigeria			Information to be updated in next report
Senegal		National, Casamance,Ziguinchor, Kedougou, Kolda,	In order to promote growth and employment, the actions seek to improve key markets which are relevant to the poor – by supporting value chains, small-scale infrastructure, as well as rural electrification and food crisis management. In parallel the governance of the agriculture sector and agricultural product markets has been strengthened.
Tanzania			A range of programmes are being/have been implemented in the aim of improving trade, market access and earnings opportunities for smallholders. These include actions to support public infrastructure (over 100 km of rural roads, as well as energy), under a dedicated programme and under the SAGCOT (Southern African Growth Corridor of Tanzania initiative), specific support to smallholders in coffee, tea, cotton, fisheries and horticulture products, as well as sugar, focussed on know-how and marketing support. Capacity building has been provided to develop the public sector capacity for trade,

			including on SPS and quality issues, while climate change adaptation and mitigation in vulnerable communities has also been supported.

France

Countries	Comments on Funding Intentions since 2012/2013 to date	Region of Implementation	Progress, Results and Outcomes
Benin	Program is on-going	National and Département (Collines)	France's support contributes to improving the training offer in response to the needs of entreprises in formal and informal sectors; promoting agricultural investments in the department; ensuring land tenure security; supporting department statistics; strengthening capacities of leaders for Songhai centres and promoting new agricultural training centers.
Burkina Faso	Program is on-going	National, regional and provincial	France collaborates with the Ministry of Agriculture and Water Resources to improve its performance in the implementation of a program approach in the rural development sector. At regional level, France's programs aim at: improving agriculture, forestry and pastoral productivity through dissemination of new sustainable production techniques; protecting and restoring natural resources and of soil fertility; increasing resilience to climatic and seasonal market fluctuations; strengthening the land law enforcement in rural areas; creating and rehabilitating rural infrastructures; increasing productivity of agricultural systems and supporting the vegetables value chain for the capital city and periphery through storage infrastructure construction.
Côte d’Ivoire	Program is on-going	National	The rehabilitation of 3 national Parcs was permitted through France’s programs with support to local communities. 1,043 staff and civil servants were trained for land title certification in order to facilitate

			village territorial delimitation and secure land tenure. Support is provided to staple food value chains: 190 ha of vegetable were set up reaching a production of 2,385 t, and 2,378 ha of maize with a production of 4,801 t. Export food value chains are also strengthened: 80,000 cotton-producer adopted GAP. 512 km of road were constructed or rehabilitated (Bongouanou-Kotobi, Divo-Gagnoa et Issia-Guessabo links). Rural access tracks were rehabilitated in Nawa region as well as 210 km of agricultural tracks.
Ethiopia	Program is on-going	National and regional (south)	France's program provides support to family farms in the South through the diffusion of agroecological innovative practices. France is also financing the extension of the Cargo terminal in order to triple its capacity (work still on-going) to increase air export capacities of Ethiopia by improving the quality and capacities of the cool and dry freight.
Ghana	Program is on-going	Regional (North, West, Center, Ashanti)	France's program facilitates the access to credit and financial services in rural areas for agriculture and value-chains related activities. A microfinance institution was implemented in the North targeting rural areas and offering a wide range of financial services (group and individual credits, agricultural credit, SMEs credit, warrantage, saving and insurance products). New village rubber plantations in the West, the Center and Ashanti regions are being provided with finances.
Nigeria	Program is on-going	Regional	France's program aims at improving transport conditions in four Federated States of Nigeria, especially in rural areas and landlocks areas.
Senegal	Program is on-going	National and regional	France works at strengthening agricultural risk management at national level and establishing an effective policy for natural resource management. At regional level, France's programs are: improving the production and marketing of agriculture products and livestock, support to producers' organisations in the implementation of short marketing circuits. France is strengthening capacities to increase

			rice production in the Senegal river valley. Technical agricultural training on improving planting techniques has been provided, targeting especially young and women. France is supporting multi-stakeholder consultation for rural development and the implementation of agriculture and land tenure laws and regulations. France also works at improving mother and child health indicators in remoted areas.
Tanzania	Program is on-going	National	France is supporting the development of sustainable agriculture and livestock in the Rift Valley and the Maasai steppe zone. France works at helping the development of local communities and strengthening ecosystem and biodiversity protection.

Germany

Countries	**Comments on Funding Intentions since 2012/2013 to date**	**Region of Implementation**	**Progress, Results and Outcomes**
Benin	Program complemented within BMZ Special Initiative "One World – No Hunger".	National, regional and local	Progressed well, multi-level approach worked well. Outcomes: 1) Increased agricultural value added (cashew, rice, karité, soybean) with higher social & environmental standards; 2) Successful implementation of a sustainable management system for the biosphere reserve Pendjari; 3) Improved adaptation to climate change through sustainable natural resources management in Northern Benin.
Burkina Faso	Program is on-going	Main focus areas in the Southwest of Burkina Faso: three regions Southwest, Cascades and Hauts Bassins	Objectives of the program (FC and TC) "sustainable agricultural and economic development" is to support Burkina Faso in the intensification, processing and commercialization of the agricultural production as to support security of food supply and increase of income. The program progresses well. Major outcomes: 1) Increased agricultural production (increased yield per ha)

			2) Increased income of the rural population 3) Creation of employment in segments of the value chain, such as of processing and commercialization of agricultural products 4) Improvement of agricultural land to increase production 5) Protection of the population against repercussions of the climate change.
Côte d'Ivoire	Project completed.	Focused activities on four administrative regions: Denguele and Savanes in the northwest and Bas-Sassandra and Moyen Cavally in the southwest of the country.	Main components of support were technical, economic and organizational consultancy, training and local subsidies for the realization of the income-generating small projects. Selected results: Analysis of satellite pictures showed 97.6% of intact forest cover of which 97.3% was primary forest (2011). 8,145 rural households (more than 66,700 people) reached, incl. 25 % women. Average income generated by small projects over 200,000 FCFA /household (2011).
Ethiopia	Sustainable Land Management Programme: In 2014 integrated in a follow-up programme. Support to Sustainable Agriculture Programme: Concluded.	Sustainable Land Management Programme: National, regional, local. Programme covers 177 critical watersheds with applied sustainable land management practices in the regional states of Amhara, Benishangul-Gumuz, Gambella, Oromia, the Southern Nations, Nationalities, and Peoples' Region (SNNPR), and Tigray. German assistance contributes specifically in the regions of Amhara,	Sustainable Land Management Programme: Outcomes: 1) Increased agricultural productivity of major crops from 9.7 qt/ha to 16.4 qt/ha in supported intervention areas; 2) Increased household income by 49%; 3) 75% of the Woreda offices fulfill at least 70% of the criteria for participatory watershed management. Support to Sustainable Agriculture Programme: Outcomes: 1) Improved use & maintenance of land machines & sustainable methods of agricultural production in Arsi Region; 2) Improved knowledge exchange with international experts through supporting Agricultural Transformation Agency; 3) Improved seeds and increased availability. "Protection of Basic Services" Programme: Improved basic services, focusing on rural development.

		Oromia and Tigray.	
Ghana	Programs are on-going	MOAP: Brong Ahafo, Central, Volta regions and National level *Value chains Supported*: Maize, Pineapple, Mango, Citrus Promotion of Perennial Crops Programme: Western and Central Regions; *Value Chains supported*: Rubber plantations Out-grower Value Chain Fund: national AAESCC: Northern and Brong Ahafo regions Quality Assurance of agricultural products: Accra	MOAP: 8 inclusive agriculture business models supported; over 1,500 staff of public & private partners and 50,000 farmers, input dealers and traders trained. Outcomes: Increased productivity, enhanced quality and market access; Over 30,000 jobs created, income of smallholder farmers increased by 150%. AAESCC: Capacity of MOFA staff built on climate change adaptation measures, farmers in 16 communities trained; Climate sensitive technologies introduced & adopted. Outcomes: Jobs created, household incomes increased, awareness and adoption of climate smart technologies increased. Quality Assurance of agricultural products: Network of testing & metrological laboratories provide services that ensure compliance with national, regional & international standards & provisions for agricultural & food sectors along the maize value chain.
Malawi	Second phase has started in 2016.	national (23 districts)	Since 2012 the project "Nutrition and Access to Primary Education in Malawi" (NAPE) has been implementing Home Grown School Meals initiatives in 40 schools; NAPE provided mentorship for planning & implementing of the national Home Grown School Meals Programme, targeting 600 primary schools countrywide. Phase I: Implementation in 40 primary schools finalized; standardized approaches were introduced for kitchens, storerooms & energy-saving stoves; materials were introduced for improving nutritional knowledge & hygiene practices.

Nigeria	Project is on-going.	national	Energy policy advisory services: Promotion of sustainable energy resources; development of new energy policies supported. Sustainable Economic Development: broad-based growth and employment promoted; conditions for small and medium-sized enterprises' growth and employment improved.
Tanzania	Projects are on-going.	Programme Renewable Energies: Kagera, Kigoma and Geita regions / National Selous-Niassa Wildlife Corridor: Selous Game Reserve, adjacent districts Rural Development: oliondo/Serengeti SENAPA: Serengeti and Ngorongoro districts Water Sector Development Programme: national	Rural Development Loliondo/Serengeti: Support to establishment of a community forest; Procurement of equipment and vehicles for SENAPA management; SENAPA outreach programme strengthened. Water Sector Development Programme: More than 10 million people gained access to water and sanitation services; Sector monitoring, planning and financial performance improved.

Italy

Countries	Comments on Funding Intentions since 2012/2013 to date	Region of Implementation	Progress, Results and Outcomes

Ethiopia	Program ongoing	National and regional: <u>Drought resilience and sustainable livelihoods Programm</u>: 4 Districts of the Afar region <u>Agro-Food Parks program</u>: in Oromia Region <u>Agricultural growth Program (AGP):</u> regions of Amhara, Tigray, Oromia and SNNPR <u>Agricultural value-chains</u>: Oromia	Italy supports: • drought resilience and sustainable livelihoods of pastoral and agro-pastoral communities . • integrated Agro-Food Parks through feasibility and complementary engineering studies and realization of infrastructures at park and surrounding area levels. • the Agricultural Growth Programme (AGP) to increase productivity and marketing of selected crop and livestock products by smallholders farmers . • the agricultural value-chains , improving: i) durum wheat value-chain in Bale zone - increasing in quality and quantity the grains produced by smallholder farmers and promoting formal contracts between farmers cooperatives and millers that link quality with price – ii) Harenna Forest coffee, and, iii) horticultural products. Italy will continue supporting the scaling-up of successful experiences in the Oromia Region, strengthening specifically the durum wheat, the tomatoes for processing, the coffee and several horticultural products value chains. • through the IFC, the improvement of the business climate: institutionalization of a public-private dialogue platform, simplification of procedures for the registration of SMEs, rationalization of customs clearance procedures, setting up of an electronic single window for international trade.
Mozambique	Program ongoing	Regional (Manica and Sofala provinces)	Italy’s interventions aim at increasing income and improving social conditions of the rural population with emphasis on the Districts and value-chains with good markets perspectives. Two main activities are ongoing: the first one concerns the implementation of a non-financial Service Centre to foster economic private sector and the second one the support to local communities in order to increase their relevance and impact on economic programming cycle. Both activities have been awarded after competitive bidding to private consortia. Technical assistance is continuously provided to the relevant Ministry.
Senegal	Program	Regional (Thies,	In the framework of the National Programme for Investments in Agriculture, Italy

	ongoing	Diourbel, Fatick, Sedhiou, Kolda, Kaolack)	supports sustainable increase in production of rice and vegetables through improving the management of inputs and increasing marketing opportunities for small and medium farmers, especially women. Key activities and results are related to studies, supplies, infrastructure works and include: applied research for the production of rice seed, lands management works for 5,000 Ha, construction of rural roads (100km) and of cereals banks (n.10), rehabilitation of farms (n.67), supply of equipment (n.100 walking tractors and n. 50 harvesters and n.10 tractors).

Japan

Countries	**Comments on Funding Intentions since 2012/2013 to date**	**Region of Implementation**	**Progress, Results and Outcomes**
Benin	Japan has achieved 92% of its original funding intention.	Nationwide, Littoral-Atlantic Region	Japan supported Benin to promote the market oriented agribusiness for small farmers, with aims to broaden a wider distribution of commodities, diversify income opportunities, improve nutritional wellbeing and foster gender equality in rural communities. Number of on-the job-training (OJT) was implemented in areas of planting techniques, including NERICA, upland rice varieties suitable for sub-Saharan environment (CARD-CAAD initiative), disease prevention, fertilizer application, and empowerment of women and youth. Maternal and child health training was also provided at 29 health facilities in Littoral-Atlantic region to help mothers understand nutrition education through 5S-KAIZEN including guidelines and quality access to health care services.
Burkina Faso	Japan has exceeded its original	Nationwide, (Hauts-Bassan and Boucle de Mouhoun)	In accordance with Burkina Faso's Strategy for Export Promotion, Japan assisted in commercialization of exportable commodities with an aim to increase income growth for small farmers. Japan's support contributed to reinforce the value added chain approach,

	funding intention.		enhance management capacity of farming industries, promote access to market, and improve rice cropping techniques (CARD-CAADP initiative). 30 groups of small farmers received training on how to promote the new industry. Mango, strawberry, sesame and onion were recommended as potential exportable commodities, of which sesame was recognized as a most profitable commodity while soybean was selected a valuable commodity for small farmers aiming at the domestic market.
Côte d'Ivoire	Japan had not expressed its funding intention associated with Country Cooperation Framework (CCF). However, Japan reported its contribution in lines with New Alliance objectives	Gbeke and Belier Regions	In line with the National Strategy of Rice Development (SNDR) and CARD-CAADP initiative, Japan supported Cote D'lvoire to ensure food security and increase self-sufficiency. Japan's project supported formulation of the national plan on agribusiness, including agricultural mechanization and modernization of rice cropping techniques, and built know-how/mechanism of the market oriented approach and local selling capacity. 177 farmers received training courses at eight districts in two regions while supply chain platforms to improve rice value chain were also founded. Expected outcomes lead to facilitate the sector development through building capacities of 1,500 rice producers, 100 rice millers, distributors, sellers, and 30 of National Agency of Support of Rural Development (ANADER) supporters.
Ethiopia	Japan has exceeded its original funding intention.	Olomia and Somali Regions	Japan supported Ethiopia to modernize agricultural practices for small farmers in areas of accessibility to water for irrigation (e.g., pumped irrigation installed at Goriray, Badilaid, Hididole and IIan), development of market facility (e.g., Secondary market facilities built at Elwaye and Malka Soda), and management of livestock and pasture. Replacement of Awash Bridge (2015) and rehabilitation of Trunk Road (2016) in Amhara province contributed to lower the transportation cost and transit time. Japan's support benefited a total of 119,000 stakeholders and provided 42,000 hand tools for such rehabilitation and maintenance works. Weather insurance was also introduced and over 5,000 farmers were insured through unions, microfinance institutions and development agents.

Ghana	Japan has exceeded its original funding intention.	Kpong irrigation Scheme (Accura Region), Upper West Region	Number of Japan's programmes to support Ghana works toward increasing productivity and profitability for small farmers by introducing rice cropping techniques, modernized agricultural machinery, Ghana's Agricultural Mechanization Services Enterprise Centers (AMSEC) and valued chain approach in lines with CARD-CAADP Initiative. Japan also promoted the Kpong Irrigation Scheme (KIS) Project (2016-2020) aiming to introduce a market-based agriculture targeting 3,000 hectare and 2,700 farmers, including Ghana Irrigation Development Authority (GIDA) staff, Osudoku Agricultural Cooperation Society (OACS), KIS's farmers and private sectors. Scaling Up Nutrition (SUN) Project is being implemented in Upper West region and expects to enhance multi-sectorial coordination and leadership skills in public and private sectors related to education in health, agriculture, and WASH at regional district, sub district and community levels.
Malawi	Japan has exceeded its original funding intention.	Zomba and Katope in Mzimba South District Champole and Thawi in Dowa District	In line with the Agriculture Sector Wide Approach (ASWAp), Japan supported Malawi to enhance agricultural productivity through reinforcing infrastructure development and management of irrigation facilities. Prioritized area was given to its O&M capacities for medium scale irrigation, while ensuring small farmer's involvement, including encouragement of women's participation. On-the-Job-Training has been implemented at the 4 model sites and more than 30 government officials received Training-of-Trainers (ToT), which will be extended until 2020. Additional 120 local engineers will be trained in areas of management of facilities. Rehabilitation of Blantyre City Roads (2015) will also shorten the transit time of maize (main stable food for Malawi) by making roads more accessible to the South region.
Mozambique	Japan has exceeded its original funding intention.	Nampla, Niassa and Zambesia Provinces (Nacala Corridor)	Japan supported Mozambique to improve farmers' livelihood in Nacala Corridor. It aims to equip with better agricultural development models, which enhance crop productivity, facilitate small farmers' organizational reinforcement and increase competitiveness in the market. Technology transfer aims to strengthen research capacities in areas of laboratory skills, fertilizer application, soil conservation technologies. AfDB, KEXIM, and JICA also supported the paving and upgrading of approximately 300 km of roads between Nampula and Cuamba to shorten transit time and reduce transportation cost by making more roads accessible.

Nigeria	Japan has exceeded its original funding intention.	Nasarawa and Niger States	In view of ensuring food security, Japan supported Nigeria to improve rice cropping techniques (CARD-CAADP initiative) in areas of research capacity, rural development, agricultural cooperatives and management capacity of facilities. Japan contributed to establish a new grading standard for rice milling, which was developed in lines with the national standard. Enhanced capacity acquired by small scale rice millers, parboilers, rice farmers and traders contributed to produce high quality domestic rice by applying post-harvest techniques, increased access to market and business management. Post-harvest techniques, including destoning and parboiling, were well received and showcased as good practices at two districts in two States, which resulted in expanding to other States.
Senegal	Japan has exceeded its original funding intention.	Fatic, Kaolack and Kaffrine Regions	Japan supported Senegal to enhance agricultural productivity, promote access to market, and strengthen management capacity of farming, and diversify income opportunities, with an aim to build sustainable local communities addressing resilience to climate risk. Under Senegal's Programme for Accelerated Agricultural Development (PRACAS) 2014-2017, 1,700 farmers received training courses, which were implemented in 24 pilot villages (e.g., Fatick, Kaolack and Kaffrine regions), resulting in increase of rice production by making overall production system more efficient and effective, including improved O&M of rice paddy facilities. Rain-fed cropping manuals helped improve seed selection and production techniques and enabled development agents to support small farmers.
Tanzania	Japan has exceeded its original funding intention.	Nationwide	Japan supported Tanzania to streamline development processes of irrigation infrastructure, with aims at expansion of irrigated area, increase of production, and income opportunities for farmers. Comprehensive Guideline (CGL) for management of Tanzania’s irrigation projects was formulated in order to strategize the development needs by enabling to collect the nationwide irrigation data. 304 staff in 152 districts received training courses on formulation and construction while 210 staff in 42 districts received the O&M training. 48 irrigation schemes were either rehabilitated or upgraded, out of which 30 schemes are completed in 34 districts. Road work was being upgraded for total of 391 km connecting roadways between Dodoma and Manyara regions (188 km) and Mtwara region (203 km).

United Kingdom

Countries	Comments on financial commitments since 2012/2013 to date	Region of Implementation	Progress, Results and Outcomes
Ethiopia	Our pledge 2012-2015 is completed.		Programmes that have supported the aims of the initiative include Accelerating reductions in under nutrition in Ethiopia, Ethiopia Strategic Support Programme, Private Enterprise Programme Ethiopia, Land Investment for Transformation- Wealth Creation Programme, the Productive Safety Net Programme II, and the Millennium Development Goal Performance Fund.
Ghana	Due to delays in project start-up, we are planning to reach 50% of our funding intention by 2018		The UK is contributing to aims of the New Alliance objectives through the following programmes: - Through PIDG, Ghana Catalytic Fund provides patient capital and business development services to support agribusiness to grow their business working with an outgrower production model. - The Market Development in Northern Ghana links commercial agribusiness into out grower production systems.
Malawi	We are planning to fulfill 81% of our original funding intention by 2017	National coverage.	In Malawi, the UK supports the aims of the New Alliance objectives through financial assistance to agribusinesses, supporting an enabling business environment, and better sunflower, soya, cotton, groundnut, rice and pigeon pea markets. The UK also promotes enhanced community resilience, agricultural recovery following erratic rainfall, nutrition, support to Government policy formulation, and rehabilitation of rural feeder roads under the Agriculture Sector Wide Approach. Key results include 50,000 farmers' increased incomes from oilseed production and dairy farming, 7,000 smallholder farmers and 700 jobs from over 700 hectares of irrigated land, 20,000 households and over 6,000 severely malnourished children with nutritional services.

Mozambique	Our pledge 2012-2015 is completed.		Programmes that have supported the aims of the initiative include the Poverty Reduction Budget Support Mozambique, the Beira Agricultural Growth Corridor, the Community Land Use Fund, Linking Agribusiness and Nutrition in Mozambique, and our Economic Development Programme Grant.
Nigeria	We are planning to achieve 103% of our original commitment by the end of 2018	Main region: Northern Nigeria. Second region: Niger Delta in the South.	In Nigeria, number of UK programmes work towards building food security, rural and agriculture markets development, raising farmers' incomes and livelihoods, making key markets more inclusive for poor and women and improving child and mothers' nutrition. PrOpCom Mai-karfi in Northern Nigeria increases the incomes of over 500,000 poor people through increases of incomes by 15 to 50%. MADE In the Niger Delta aims to increase by 40-50% the incomes of 150,000 poor people (50% women). GEMS builds the business environment, and CDG provides cash transfers and nutrition education to 60,000 mothers to tackle stunting and improve diets.
Tanzania	Our pledge 2012-2015 is completed.		Programmes that have supported the aims of the initiative include the Coastal Rural Support Programme, the Africa Enterprise Challenge Fund, Agriculture Growth Corridor Programme, Cotton Sector Development Programme, Improving Rural Access in Tanzania, Livelihood Enhancement Through Agricultural Development (LEAD) Programme, the National Food Fortification Programme.

United States of America

Countries	**Comments on Funding Intentions since 2012/2013 to date**	**Region of Implementation**	**Progress, Results and Outcomes**
Benin	Funding intention	National	In line with the Government of Benin's priorities: Initiated process to support LOI companies and Government of Benin to be able to better

	complete		engage with each other. Assisted in convening and encouraging companies to join CIPB, a business association. Companies have been organized into a “groupement d’intérêt économique (GIE)” where most are part of/have requested a membership position to CIPB. Supported design of a 12-month action plan structured around four main axes: 1) The successful integration (onboarding) of enterprises within CIPB; 2) The alignment of the LOI companies to CIPB goals and missions; 3) The development of a partnership with the Government and donors within the New Alliance framework; and 4) The definition and implementation of an agribusiness promotion agenda. Benin also benefits from regional activities managed by the USAID West Africa Regional Mission in Accra, including the West Africa Trade Hub, which works to address trade issues across the region.
Burkina Faso	Funding intention complete	National and Northern Burkina Faso	In line with the Government of Burkina Faso's priorities: Supported project contributing significantly to the adoption of the transformational 2009 Rural Land Law, the 2012 Agrarian and Land Reorganization Law, other decrees and regulations. Reforms established framework for decentralized land governance, more efficient land conflict resolution, improved recognition of citizens’ rights to land, and better land management. Assisted country in establishing, staffing and beginning operations of the National Land Observatory (NLO), a multi-stakeholder body to collect, analyze and disseminate land information, including related to land transactions, and to monitor the land reform process. NLO has collected baseline data along several of its thematic focus areas, has released newsletters and related publications, and has commissioned several special studies to assess areas of particular interest in the land governance space.
Côte d’Ivoire	Funding intention complete	National	In line with Government of Cote d'Ivoire's priorities: Contributed to harmonized ECOWAS trade policies and effective implementation, which will enable businesses to achieve economies of scale necessary for sustainable investment

			opportunities. Assisted ECOWAS to implement policies under ECOWAP that have been approved regionally: 1) Food reserve policy; 2) rice policy; and 3) Zero Hunger policy. ECOWAS established an Alliance for Seed Industry in West Africa (ASIWA). Partnered in the Permanent Interstate Committee for Drought Control in the Sahel (CILSS) to strengthen the Market Information System in West Africa. CILSS started regularly collecting trade data on staple commodity flows currently collected by USAID. Supported the FY 2015 West African countries' implementation of the vital ECOWAS Harmonized Seed Regulation approach.
Ethiopia	Funding ongoing	Tigray, Amhara, Oromia, Southern Nations, Somali and Afar Regions	In line with the Government of Ethiopia's priorities: Supported following priority value chains: maize, wheat, chickpeas, dairy, livestock, honey, sesame and coffee, and national-level policy work including co-chairing private sector development task force, which oversees implementation of the New Alliance in Ethiopia. Worked with the Government of Ethiopia's Agriculture Transformation Agency to complete an update of NA policy commitments, which will be formally relaunched by the Government of Ethiopia in summer of 2016. Worked with the ATA to successfully increase new partner participation in the New Alliance process by securing support from G7 donors as well as AGRA, IFDC and the Netherlands to implement policy priorities. Letters of Intent were also secured for US$100 million of new agriculture investment.
Ghana	Funding ongoing	Northern Ghana (the Savanah Accelerated Development Authority [SADA] zone)	In line with the Government of Ghana's priorities: Supported services to assist private sector and Government of Ghana to expand food security through increased investment in the staple foods agribusiness sectors of maize, rice and soy, including in business advisory services, training and coaching, risk sharing and private financial institution incentives. An Annual Agribusiness Summit (private sector funded) profiles commercial investment opportunities in our zone of influence and

			brings together investors, business service providers, and financial institutions. Supported capacity building to help the Ghana Investment Promotion Council (GIPC) set up, train and mentor an ag-desk to facilitate agriculture investment, helped GIPC resolve issues around 10 priority companies facing challenges in their investments. Support to government to fund Northern Agriculture Investment Coordination Unit that brings together private sector, civil society, development partners and government on regular basis to coordinate investment and activities in SADA zone.
Malawi	Funding ongoing	Southern and central regions of Malawi (Mchinji, Lilongwe, Dedza, Ntcheu, Balaka, Machinga, Mangochi, Blantyre, Chikwawa and Nsanje)	In line with the Government of Malawi's priorities: Intensified nutrition activities in the program's geographic zone of influence. Supported the expansion of a rapidly growing warehouse receipts system and other innovations for staple grain marketing. Embedded two advisors in the Ministry of Agriculture to support the Government of Malawi to implement the policy commitment made under the New Alliance. Advisors supported the consultative development and finalization of the National Agriculture Policy, a key policy commitment. Provided budget and public expenditure analysis support to the Ministry of Agriculture and the Parliamentary Committee on Agriculture and Natural Resources to increase budget alignment with national priorities identified in Malawi's country investment plan.
Mozambique	Funding ongoing	26 districts in the Nampula, Zambezia, Nampula, Manica and Tete provinces supporting development along the Beira and Nacala Trade corridors	In line with the Government of Mozambique's priorities: Increased number of children under five receiving Vitamin A and MUAC screening interventions by three percent in the nutrition focus district. Provided counseling and nutrition-related behavioral change training to 3,800 community health workers in targeted nutrition district. Supported enabling environment and policy regulations. Reached more than 325,000 children under five by U.S. Government-supported nutrition programs in FY2015. Placed

			21,718 hectares under improved technologies or management practices as result of U.S. assistance in FY2015.
Nigeria	Funding ongoing	2012-2015: 25 out of the 36 states in Nigeria. 2016-2021:7 states (3 in the north/west and 4 in the south/east).	In line with the Government of Nigeria's priorities: Introduced Urea Deep Placement technology for rice and a root and tuber fertilizer blend for cassava. Supported 42,000 resource-poor households to increase production, income and nutrition. Facilitated formation of 512 producer groups and established 383 demonstration plots. Improved income generation potential of resource-poor rural farmers through market-led and demand-driven interventions. Increased number of farmers who stored their produce for sale on the market. Contributed to more robust stakeholder meetings and validation processes for a country progress report, increasing the transparency and dialogue with the private sector, government and civil society. In FY 2015, assisted over 268,000 smallholder farmers with the introduction of new technologies on nearly 239,000 hectares, resulting in an increase in production of 763,019 metric tons. Assistance programs supported increased production valued at US$334.4 million.
Senegal	Funding ongoing	Senegal River Valley, Southern Forest Zone, and Costal Artisanal Fisheries	In line with the Government of Senegal's priorities: Helped to reduce poverty and hunger in Senegal through investments in: rice, maize, millet and fisheries value chains; nutrition; water, sanitation and hygiene; and human and institutional capacity development. Included capacity development activity plans for Senegal’s core investment promotion and development agencies and worked with the Ministry of Agriculture, Dept. of Analysis, Planning and Agricultural Statistics on an Agriculture Joint Sector Review. Supported consultation workshops with civil society, private sector and donors and supported the preparation of the technical guide and road map for the appraisal and preparation of the next generation of the national agriculture investment plan.

Tanzania	Funding ongoing	Manyara, Dodoma, Morogoro, Iringa, Mbeya, Zanzibar and Dar es Salaam/SAGCOT	In line with the Government of Tanzania's priorities: Mapped the institutional landscape relating to the investment cycle in Tanzania and developed a framework and roadmap for improving the efficiency and effectiveness of investment processes. Kick-started capacity-building activities targeting the Tanzanian Investment Commission (TIC), Prime Minister's Office (PMO), and the Southern Agricultural Growth Corridor of Tanzania (SAGCOT) Centre to effectively facilitate responsible private investment. Supported TIC, PMO and SAGCOT in developing and executing action plans to facilitate 20 private sector LOI investments. Conducted an evaluation of the Partnership Accountability Committee (PAC)'s performance against its mandate as outlined under the New Alliance commitments. Drafted new terms of reference for the PAC, developed organizational protocols for operation and an action plan for operationalizing the recommended changes. Will work with the PAC over the next year to build its capacity to realize updated vision and will continue to build the capacity of individual PAC member institutions to better deliver their core mandates.

Annex 5.7: Stakeholders Workshop Participants

Benin

Date: August 31, 2016

Place: Cotonou, Benin

Stakeholder	Male	Female	Total
Government	14	2	16
Civil Society (NGOs, CBOs, etc.)	1	0	1
Private Sector	5	0	5
Universities, Research	2	1	3
Development Partners			
Others			
TOTAL	**22**	**3**	**25**

Burkina Faso

Date: July 25, 2016

Place: Ouagadougou

Stakeholder	Male	Female	Total
Government	14	9	23
Civil Society (NGOs, CBOs, etc.)	4	3	7
Private Sector	1	1	2
Universities, Research			
Development Partners			
Others			
TOTAL	**19**	**13**	**32**

Corte d'Ivoire

Date: August 5, 2016

Place: Abidjan, Corte d'Ivoire

Stakeholder	Male	Female	Total
Government	19	8	27
Civil Society (NGOs, CBOs, etc.)	3	1	4
Private Sector	7	4	11
Universities, Research	2	0	2
Development Partners			
Others			
TOTAL	**31**	**13**	**44**

Ghana

Date: August 4, 2016

Place: Accra, Ghana

Stakeholder	Male	Female	Total
Government	30	10	40
Civil Society (NGOs, CBOs, etc.)	7	3	10
Private Sector	15	3	18
Universities, Research	6	0	6
Development Partners			
Others	1	0	1
TOTAL	**59**	**17**	**75**

Malawi

Date: August 11, 2016

Place: Lilongwe, Malawi

Stakeholder	Male	Female	Total
Malawi Government	17	3	20
Civil Society (NGOs, CBOs, etc.)	2	2	4
Private Sector	9	1	10
Universities, Research	2	1	3
Development Partners	3	3	6
Others	2	1	3
TOTAL	**34**	**11**	**46**

Mozambique

Date: August 8, 2016

Place: Maputo, Mozambique

Stakeholder	**Male**	**Female**	**Total**
Government	3	7	10
Civil Society (NGOs, CBOS, etc.)	4	2	6
Private Sector	5	2	7
Knowledge Institutions (Universities, Research)	4	1	5
Development partners	1	2	3
Others	1	4	5
Total	**18**	**18**	**36**

Nigeria

Date: August 11, 2016

Place: Abuja, Nigeria

Stakeholder	Male	Female	Total
Government	24	11	35
Civil Society (NGOs, CBOs, etc.)	8	3	11
Private Sector	3	1	4
Universities, Research	1	0	1
Development Partners			
Others			
TOTAL	**36**	**15**	**51**

Senegal

Date: September 26, 2016

Place: Dakar, Senegal

Stakeholder	Male	Female	Total
Senegal Government			136
Civil Society (NGOs, CBOs, etc.)			29
Private Sector			24
Universities, Research			0
Development Partners			31
Others			0
TOTAL			**220**

Note: The report validation for Senegal was held with the JSR validation workshop

Tanzania

Date: August 16, 2016

Place: Dar es Salam, Tanzania

Stakeholder Category	Male	Female	Total
Government	18	8	26
Civil Society (NGOs, CBOS, etc)	7	2	9
Private Sector	14	2	16
Knowledge Institutions (Universities, Research)	3	1	4
Development partners	5	3	8
Others (AU)	1	0	1
Total	**48**	**16**	**64**

DISCLAIMER

Although every effort has been made to ensure that the content of this Report is up to date and accurate, errors and omissions may occur. The Report is provided on an "as is" basis and is not intended as a substitute for the reader's own due diligence and inquiry. The convening bodies of the New Alliance and Grow Africa do not guarantee or warrant that the Report or the information contained in it is complete or free of error, and accept no liability for any damage whatsoever arising from any decision or action taken or refrained from in reliance thereon, nor for any inadvertent misrepresentation made or implied.

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African Union Commission	The African Union Commission chairs and coordinates the New Alliance for Food Security and Nutrition, and is permanent co-convener of the Leadership Council.
Regional Strategic Analysis and Knowledge Support System (ReSAKSS)	On behalf of the AUC, Regional Strategic Analysis and Knowledge Support System gathered progress updates from governments, compiled country reports, supported country reviews and validation dialogues/workshops and drafted the continental report.
Grow Africa	Grow Africa gathered progress updates from companies with Letters of Intent, supported private sector participation in country reviews.
USAID	On behalf of development partners, the United States Agency for International Development gathered progress updates on commitments with regards to “Enabling Actions”.
Government of France	On behalf of development partners, the Government of France gathered progress updates from donors regarding their financial commitments.
Africa Lead	Africa Lead provided facilitation support for country reviews and undertook translations of country and continental reports.
World Economic Forum	The World Economic Forum is a co-convener of the Leadership Council.

NEW ALLIANCE
for Food Security & Nutrition

ABOUT THE NEW ALLIANCE FOR FOOD SECURITY AND NUTRITION

Launched in 2012, the New Alliance for Food Security and Nutrition set out to:

- Reaffirm continued donor commitment to reducing poverty and hunger
- Accelerate implementation of key components of the Comprehensive Africa Agriculture Development Programme (CAADP)
- Leverage the potential of responsible private investment to support development goals
- Achieve sustained inclusive, agriculture-led growth in Africa

The New Alliance is a partnership in which stakeholders commit to specific policy reforms and investments, outlined in Cooperation Frameworks, that accelerate implementation of African country food security strategies.

The New Alliance is co-chaired by the African Union Commission and Grow Africa, with a small coordination team housed within the AUC's Department of Rural Economy and Agriculture. The co-chairs and coordination team are supported by G7 and other development partners, organized through a New Alliance Working Group.

www.new-alliance.org

GROWAFRICA

ABOUT GROW AFRICA

Grow Africa is a partnership platform to accelerate responsible and inclusive investment in to African agriculture, and is mandated to support private sector engagement in the context of the New Alliance. Grow Africa is co-convened by the AUC, NEPAD Agency and the World Economic Forum. Since its launch in 2012, Grow Africa's secretariat has been hosted by the World Economic Forum in Geneva, and is now transitioning to the NEPAD Agency in Johannesburg.

The work of Grow Africa's secretariat is made possible by generous financial support from United States Agency for International Development, the UK Department for International Development, and the Swiss Agency for Development and Cooperation.

www.growafrica.com

ABOUT ReSAKSS

Established in 2006 under the Comprehensive Africa Agriculture Development Programme (CAADP), the Regional Strategic Analysis and Knowledge Support System (ReSAKSS) supports efforts to promote evidence- and outcome-based policy planning and implementation. In particular, ReSAKSS provides data and related analytical and knowledge products to facilitate benchmarking, review, and mutual learning processes. The International Food Policy Research Institute (IFPRI) facilitates the overall work of ReSAKSS in partnership with the African Union Commission, the NEPAD Planning and Coordinating Agency (NPCA), leading regional economic communities, and Africa-based CGIAR centers. At the regional level, ReSAKSS is supported by Africa-based CGIAR centers: International Livestock Research Institute (ILRI), Kenya; International Water Management Institute (IWMI), South Africa; and International Institute of Tropical Agriculture (IITA), Nigeria.

ReSAKSS has intensified efforts to enhance Mutual Accountability at the country level through the Agricultural Joint Sector Reviews (JSRs), and has also strengthened evidence based planning through the continental , regional and country Annual Trends and Outlook reports that discussed topical agriculture and development issues and act as a basis for agricultural policy debates at country levels. ReSAKSS has also contributed to capacity development in agriculture through the eAtlases (a Geographical Information Systems based information platform that presents important information through maps). The ReSAKSS program has farther embarked on work on NAIPS 2.0 appraisal with the formation of a task force to lead the appraisal efforts and has developed a toolkit for accomplishing such appraisals. The ReSAKSS Annual conference also encourages exchange of ideas between countries and helps enhance the process of popularizing many of the capacity development efforts across the continent

By documenting and disseminating lessons learned from research, policies, impact assessments, and on-the-ground experiences, ReSAKSS supports the creation of effective growth and poverty-reduction strategies.

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