

# AFRICA LEAD

## AFRICA LEADERSHIP TRAINING AND CAPACITY BUILDING PROGRAM

*Developing a cadre of African leaders who will design and implement food security strategies and investment plans*

### QUARTERLY REPORT FOR OCTOBER – DECEMBER 2010 (FIRST FULL QUARTER OF PROJECT IMPLEMENTATION)



January 15, 2011

Prepared by AFRICA LEAD

EDH-I-00-05-00004

Washington, DC

DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development of the United States Government.

## **BACKGROUND**

AFRICA LEAD, the Africa Leadership Training and Capacity Building Program, is a two-year task order under the RAISE Plus Indefinite Quantity Contract (IQC) mechanism. The Program runs from September 20, 2010 to September 30, 2012, has a budget ceiling of \$21,332,381, and is being implemented by lead RAISE Plus IQC holder, DAI, supported by Management Systems International (MSI), Winrock International, Training Resources Group, ECIAfrica Consulting (Pty) Ltd., and Michigan State University (MSU). AFRICA LEAD is implemented through three regional offices -- Accra, Nairobi and Pretoria -- each run by a Regional Deputy Chief of Party (RDCOP), and will be supported by a Bethesda-based office headed by the program COP.

The purpose of the program is to support the capacity building program of the US Government's Feed the Future (FTF) Initiative, which aligns US Government assistance with Africa-owned agriculture development plans that are, in turn, aligned with the African Union's Comprehensive Africa Agriculture Development Program (CAADP). CAADP seeks to ensure that governments throughout the continent apply 10% of their public budgets to agriculture in an effort to achieve the 6% annual growth in agricultural productivity that is needed to achieve sustainable food security throughout the continent.

AFRICA LEAD provides leadership training, capacity assessments, logistical support for training and innovative short courses and internships/twinning arrangements prioritized in consultation with missions and partner countries and institutions, and a database of training offerings on the continent that can be matched to the leadership training and capacity building needs.

This report is the first quarterly performance report of the program and focuses on progress towards deliverables identified in the AFRICA LEAD Year I Work Plan. The report is on progress three months into a 24 month program.

## **OVERVIEW**

The first quarter of AFRICA LEAD implementation has been productive, with substantial administrative, financial and logistics effort associated with setting up a Bethesda office and three regional offices, and substantial level of effort going into designing the curriculum for Module I of the Leadership Training Workshop Series (Task I).

DAI received a signed copy of the task order on September 27, 2010 and immediately called a project implementation and work planning meeting in Bethesda, which took place on October 4, 2010. This meeting included representatives from all of the AFRICA LEAD partners. A subsequent meeting was held with USAID to align expectations for the various project components.

Since that time the Regional DCOPs have been mobilized, office space has been identified and leased, and key personnel have been identified, recruited, and hired in all the offices. The Bethesda office has also been fully staffed.

Each of the Regional DCOPs has been in touch with their Mission Points of Contact (POCs), with the CAADP Teams, and with the Agriculture Working Groups supporting CAADP implementation.

Module I of the Task I Leadership Training has been developed, approved and tested, trainers have been identified, contracted and trained in the material through Training of Trainers (TOT) workshops provided in conjunction with the AFRICA LEAD's Bethesda-based Master Trainers. Participants too have been selected, after consulting with USAID regional and bilateral missions and marketing the program to stakeholders in all focus countries. Substantial logistical preparations have been made for the launch of Module I 5-day leadership trainings at the beginning of the second quarter.

After an initial desk review and field research in South Africa and meetings with NPCA, the project's institutional assessment process is now under development. Consultations continue with DCOPs, NEPAD/NPCA

and USAID to define the needs assessment system and methodological process. Individual institutional capacity assessments are set to begin.

In addition, the project's Results Framework, preliminary indicators, and all data collection instruments for Module I have been completed and vetted. The final PMP will be submitted next quarter.

A few issues pose challenges to the program and these revolve around contract action. First, the geographic code is too restrictive for a program that was intended to promote regional "cross fertilization" and exchange. We are seeking to work with USAID contracts office to relax where we can procure goods and services from. Second the process of getting rates approvals is lengthy and is causing a backlog of unapproved personnel, which delays implementation and creates exposure and risk to DAI as the prime contractor, but also to the other partners. We are seeking to work with the contracts office at USAID to resolve this so we can expedite the work of the project. Finally, problems resolving the status of our DCOP in South Africa risk disrupting program implementation. We are seeking to have her treated as all American contractors working in South Africa under USAID/South Africa projects, which covers issues of customs exemptions and permission to work in South Africa.

## **PROGRESS TOWARDS RESULTS**

### **TASK I: PROVISION OF LEADERSHIP TRAINING TO AFRICAN FOOD SECURITY LEADERS**

#### ***Module 1 – Development and roll out of a 5-day leadership training workshop***

##### *Activity 1.1.1: Curriculum development*

Curriculum design for the Module 1 training was completed during the first quarter. With the involvement of four curriculum development experts, AFRICA LEAD developed the 5-day training module entitled SCALING UP FOOD SECURITY: CHAMPIONS FOR CHANGE.

The Master Trainers produced a participant training manual and trainer's guide, as well as additional supporting materials, such as PowerPoint presentations and other tools needed to make the training an effective adult learning experience. These materials were vetted and revised per feedback received during the Training of Trainers held in East Africa in December 2010, which thus served as a pilot and field trial as well. Minor revisions are expected after the first participant trainings during the second quarter.

##### *Activity 1.1.2: Identification and Training of Trainers*

Trainers have been identified, selected, and hired in both East and West Africa. In Southern Africa we are talking with the University of Pretoria about supplying trainers for Module 1. Two ToTs were held during the first quarter – one in East Africa and one in West Africa. In Nairobi, eleven trainers completed the training, of whom eight were selected to be full time trainers for Module 1. This first ToT resulted in several adjustments to the participant manual based on feedback from participants.

In Accra, the ToT focused on trainer selection and participatory facilitation skills. Of 11 people who attended the ToT, 8 were selected to continue on to lead Module 1 participant workshops.

##### *Activity 1.1.3: Revisions and roll out of training to African agriculture and food security leaders*

Module 1 trainings were not delivered during the first quarter, but will begin in early 2011.

##### *Activity 1.1.4: Coaching of Regional Master Trainers and Trainers*

Coaching of trainers by the regional Training Manager has been on-going since trainers were hired. Regional Training Managers and Trainers in East and West Africa have also received one-on-one coaching from Washington-based Master Trainers during the ToT sessions in December.

#### ***Module 2: Intensified 5-day leadership training workshop for food security champions***

Module 2 is intended to be a follow-on training for participants from Module 1 who have shown strong leadership aptitude and alignment with the CAADP and FTF approaches, and who have been identified by the USAID mission and the CAADP Country/regional team as food security champions likely to benefit from a deepening their knowledge and skill sets for leading change. As such, AFRICA LEAD has not yet begun to develop a curriculum for Module 2. As the Regional DCOPs have been meeting with Mission personnel, however, with CAADP leaders and with Mission personnel, they are collecting ideas for Module 2 content and approach. The program is beginning to consider the merits of various approaches to deepening training in leadership in process management and in managing for results.

##### *Activity 1.2.1: Curriculum Development for Module 2*

##### *Activity 1.2.2: Identification and Training of Trainers in New Material*

##### *Activity 1.2.3: Roll out of training to a minimum of 300 food security champions*

For the coming quarter, we expect to complete the following activities with regard to Task I, Module 1:

- Finalize the Module 1 curriculum design after receiving feedback from program participants.
- Translate the Module 1 curriculum into French and Portuguese
- Officially launch the project in all three regions
- Select and train a team of French-speaking trainers on participatory facilitation skills
- In Southern Africa, identify individual trainers, complete a ToT, and begin Module 1 trainings for regional participants and Mozambican participants
- Train 400 participants in Module 1 in East Africa
- In West Africa, complete two ToTs in Module 1 (one in English and one in French) and train 390 participants in Module 1 (240 English-speaking participants in Accra, Ghana and 150 French speaking participants in Dakar, Senegal)
- Continue ongoing, informal training and support for trainers
- Begin initial curriculum development for Module 2, based on data collected during Module 1

## TASK 2: PROVISION OF LOGISTICAL SUPPORT FOR TASK 1 AND SELECTED SHORT COURSE TRAINING

In subsequent quarterly reports, this Task will refer solely to two areas of focus. First, support to short courses, internships, mentorship programs and such that the program will do collaboratively with (1) the private sector (agribusiness and allied businesses supportive of agriculture production and value add), (2) NGOs working in support of agriculture and food security, (3) policy research institutions (e.g., IFPRI), (4) technical research programs (e.g. Borlaug Fellows), and global food logistics organizations (e.g. WFP) (Activity 2.5).

In that regard, we have begun to lay the groundwork for a private sector internship/mentoring program that will help African agribusiness firms strengthen areas of weakness related to agriculture processing, storage, marketing and other aspects of agriculture value chains that remain weak in various countries. The identified “interns” or targets of skills upgrades will be partnered with mentoring companies or “hosts.” Next quarter, we will begin similar discussions with representatives of NGOs such as InterAction, to see how the program can support mentorship programs designed to help non-state actors more effectively engage with the government on driving improvements in agricultural production and food security through the CAADP process.

Here we will also report out on coordination activities with CAADP (Activity 2.3).

### *Activity 2.1: Establishment of regional offices*

Offices have been established in all three regions. In East and West Africa offices, most tasks related to office set-up have been completed, including all staff recruitment and finalized employment agreements, health insurance providers, vehicle leasing agreements and internet service providers. EA and WA have located office space, procured office furniture, and set up financial systems, but they do not yet have final employment agreements for DAI staff, and IT systems are not fully operational. The South Africa team has been working out of the ECI office in Johannesburg, has hired some staff and is soon to finalize a lease on office space in Pretoria. We are working with ECIAfrica on that process. These will be priority activities for next quarter.

### *Activity 2.2: Selection of participants and provision of logistical support for Task 1 training*

In conjunction with USAID bilateral and regional missions and other stakeholders, the regional offices in East and West Africa have identified participants through the first month of the second quarter; Southern Africa has identified some regional participants, and early on in the next quarter will set firm dates for the offering Module I training.

Logistical support for Module I has required considerable levels of effort. Preparations included air travel arrangements, hotel accommodations, transportation, preparation of conference materials, and training procedures. Since the first trainings will occur there, the EA office took the lead in design issues related to the Module I training: creating banners, certificates, notepads, participant manual covers, journals, bags, badges, etc. Similar preparations are now underway in West Africa as well.

Steps have been taken towards locating *appropriate translation services* (English to French and English to Portuguese) in West and Southern Africa. An initial list of consultants was compiled, and bid matrices were prepared and sent to the field offices. West Africa plans to train a team of French speaking trainers on participatory facilitation skills and on the delivery of regional Module I during the next quarter.

In addition, an AFRICA LEAD brochure was created for counterparts to succinctly explain the purpose and tasks of AFRICA LEAD.

### *Activity 2.3: Establishing and maintaining relationships/coordination with CAADP REC and Country Teams*

Project leadership and DCOPs in all three regions have met with CAADP representatives across the continent to market the project, ensure buy-in and commitment, coordinate plans, and get a sense of concerns,

priorities, and constraints. Presentations at the regional FTF conferences have also provided opportunities for networking and liaising.

The program has also begun to develop a working relationship with the CAADP leadership at the NEPAD Planning and Coordination Agency (NPCA) based in South Africa. Specifically, our South Africa DCOP and our Institutional Assessment Expert have held meetings with NPCA CAADP leadership, and we have begun to provide support to development of a CAADP Capacity Development Framework (CDF) to guide approaches to strengthening countries' agriculture and food security planning, programming and monitoring.

Because of the centrality of CAADP in the work of AFRICA LEAD, we will continue to work closely with CAADP at the continental, regional and country levels, consulting with them on training, capacity needs assessments, short courses and the development of a training courses and training institutions database.

*Activity 2.4: Identifying and engaging trainers and/or training institutions for Task 1 Training*

Trainers have been identified, selected, and hired in both East and West Africa. Southern Africa has scouted various training and education institutions and has identified the University of Pretoria as the principal partner to work with in the delivery of Module 1 trainings there.

*Activity 2.5: Identifying and supporting short courses and internships/twinning arrangements on the continent and outside*

Existing short courses and internships are currently being identified by Michigan State University and the regional field offices. Information is sent to MSU monthly to be added to the web-based database. In addition, AFRICA LEAD is discussing possibilities for creating new internships/professional development arrangements with contact institutions, as well as the home institutions of participants from Module 1.

For the coming quarter, we expect to complete the following activities with regard to Task 2:

- Set up IT systems and obtain final employment agreements in East and West Africa
- Secure office space and hire remaining staff in Southern Africa
- Continue marketing the program, liaising and coordinating with regional and national institutions to secure buy in and identify Module 1 participants
- Strengthen and maintain relationships with CAADP REC and Country Teams
- Continue providing logistical support for all Module 1 trainings
- Identify trainers in Southern Africa, working with University of Pretoria
- Continue to identify specific short courses and internships with private sector and NGO partners and begin to concretize several such arrangements

### TASK 3: CONDUCT OF INSTITUTIONAL CAPACITY NEEDS ASSESSMENTS TO GUIDE FURTHER TRAINING AND CAPACITY BUILDING

*Activity 3.1: Conduct a capacity needs assessment study based on existing literature and consultations with stakeholders in the each of the three regional hubs*

During this quarter, AFRICA LEAD reviewed materials for previously-conducted assessments of regional institutions – RECs as well as regional private sector associations and regional NGOs. Staff in the regional offices also conducted desk and internet research to locate evaluations that have been carried out for key regional organizations, as well as key informant interviews towards the same end.

This desk review of the results of previous assessments guided field work that began in December 2010. Two Institutional Capacity Specialists traveled to South Africa to gauge interest in institutional assessments from SACAU and InWent and to better understand how NPCA plans to approach capacity development for CAADP implementation throughout the continent.

The project's institutional assessment process is now under development. Consultations are currently underway with DCOPs, NEPAD/NPCA and USAID to define the needs assessment system and methodological process.

*Activity 3.2: Integrate capacity needs assessment process into existing leadership training course and into the program's monitoring and evaluation system*

The capacity needs assessment process is still under development, but indicators for measuring the effectiveness of Task 3 interventions have been selected.

Realizing that a very important source of information on capacity needs would be participants in the program's leadership training workshops, we also developed a brief survey for collecting institutional capacity needs data from training participants.. The instrument assesses both managerial/organizational and technical human capacity development needs.

*Activity 3.3: Conduct individual institutional assessments for a limited number of key regional organizations*

In response to requests from regional USAID mission POCs, we also prepared underlying information about the costs of assessments of key institutions, and conveyed that to DCOPs for discussion with regional POCs.

The East Africa office received a list of key regional institutions from USAID/EA. The DCOP in West Africa received from USAID/West Africa, and commented on, detailed Scopes of Work for capacity needs assessments for CORAF, ECOWAS and CILSS. Individual institutional assessments are planned for the second quarter, focusing on regional research, private sector organizations and commercial banks. Assessments will begin with CILSS and CORAF in West Africa.

For the coming quarter, we expect to complete the following activities with regard to Task 3:

- Provide support to the development and implementation of CAADP's Capacity Development Program

David Callihan and Chuck Chopak will participate in the CAADP Capacity Development Multi-donor Working Group meetings in Zurich in late January (January 25 – 28, 2011). These meetings are expected to identify priority CAADP technical assistance needs over the coming year and clarify the areas where Africa Lead can provide support.

- Conduct institutional assessments of West African regional institutions

The assessments will focus on analyzing the capacity of key institutions to implement FTF/CAADP agendas. The assessments will produce a set of recommendations on the training and technical assistance needs required to strengthen participation and performance. Institutions to be analyzed will

include CORAF (West and Central African Council for Agricultural Research and Development), CILSS (the Permanent Interstate Committee for Drought Control in the Sahel), ECOWAS (Economic Community of West African States Agricultural Policy Process) and related institutions, such as INSAH (Institut du Sahel) and WASA (West African Seed Alliance).

- Undertake assessments of South African academic/research institutions identified as USAID/SA “strategic partners”
- Work with the EA regional mission and bilateral missions in East Africa to submit Scopes of Work for institutional capacity assessments in the region and begin those assessments

#### TASK 4: DESIGNING, BUILDING, POPULATING, VALIDATING, AND INSTITUTIONALIZING A DATABASE OF TRAINING OFFERINGS FROM AFRICAN INSTITUTIONS

Michigan State University (MSU) is AFRICA LEAD's primary resource for developing a database of relevant technical and managerial African course offerings. The goal of the database will be to identify and widely distribute the course offerings provided primarily by African institutions that are relevant to the leadership, management and technical skills needed by African agriculture leaders to help put Africa's agriculture productivity and growth onto a path to sustained growth and innovation.

*Activity 4.1: Create a dynamic, interactive database that is easily and automatically updated*

In the first quarter of implementation, MSU finished their initial design of the database. Daniel Clay, Director of Global Programs in Sustainable Agri-food Systems, and Karen Vignare, Technical Support, met with DAI home office staff in Bethesda to view the database and discuss other ideas related to its development. The format of the database was approved, but minor suggestions were made. Revisions from the meeting were completed, and the second phase of development was initiated. We will discuss with NPCA how to share information and database infrastructure and, ultimately, how/whether to house the database with NPCA.

*Activity 4.2: Data review, entry and validation*

MSU is now working to prepopulate the newly-developed database. The regional offices continue to contribute to the effort by providing leads and information to MSU staff.

For the coming quarter, we expect to complete the following activities with regard to Task 4:

- Launch online access to the database
- Inform all Module I participants of the database and give them instructions on how to enter training and course information
- Begin marketing the database by linking it to other websites and communicating its existence to a broad range of stakeholders

## PERFORMANCE MONITORING PLAN (PMP)

### *Development of Results Framework and Preliminary Performance Indicators*

AFRICA LEAD's Results Framework and Preliminary Performance Indicators have been developed and are included in Appendices 1 and 2, respectively.

### *Development of Preliminary Performance Indicator Reference Sheets for all RF Indicators*

Performance Indicator Reference Sheets are currently in development and should be completed by early February 2011.

### *Harmonization of AFRICA LEAD M&E system with NEPAD/CAADP performance monitoring system, including a visit with NEPAD M&E Specialist/s*

Visits were made, both to the NEPAD/CAADP headquarters in South Africa and to the IFPRI/RESAKSS office in Washington, DC, for the purpose of aligning the project's Monitoring and Evaluation efforts with those of other stakeholders. AFRICA LEAD indicators (Appendix 2) include national data and RESAKSS data.

### *Produce Final Project Performance Monitoring Plan (PMP), including performance indicator definitions, baseline data, identification of data sources and collection methodology*

We expect to have a final PMP submitted to USAID by mid-February 2011. PMP development was delayed as the project sought to align the expectations of various stakeholders regarding the purpose and process of Task, Institutional Capacity Assessments.

### *Development of Data Collection Forms/Instruments*

Multiple instruments to capture data from Module 1 were developed and vetted during the first quarter. These included a pre-test, post-test, Institutional Needs Assessment, as well as daily course evaluations, which will be used to alter course content and provide real-time feedback to trainers.

### *Development of Automated Data Collection Database*

The initial database which will be used to collect participant and training data has been developed, but some minor changes are needed to increase its usability. AFRICA LEAD expects the database to begin entering data by the last week of January 2010.

### *Training for Field Staff*

Monitoring and Evaluation training for field staff will begin during the second quarter.

### *Data Quality Assessment (DQA)*

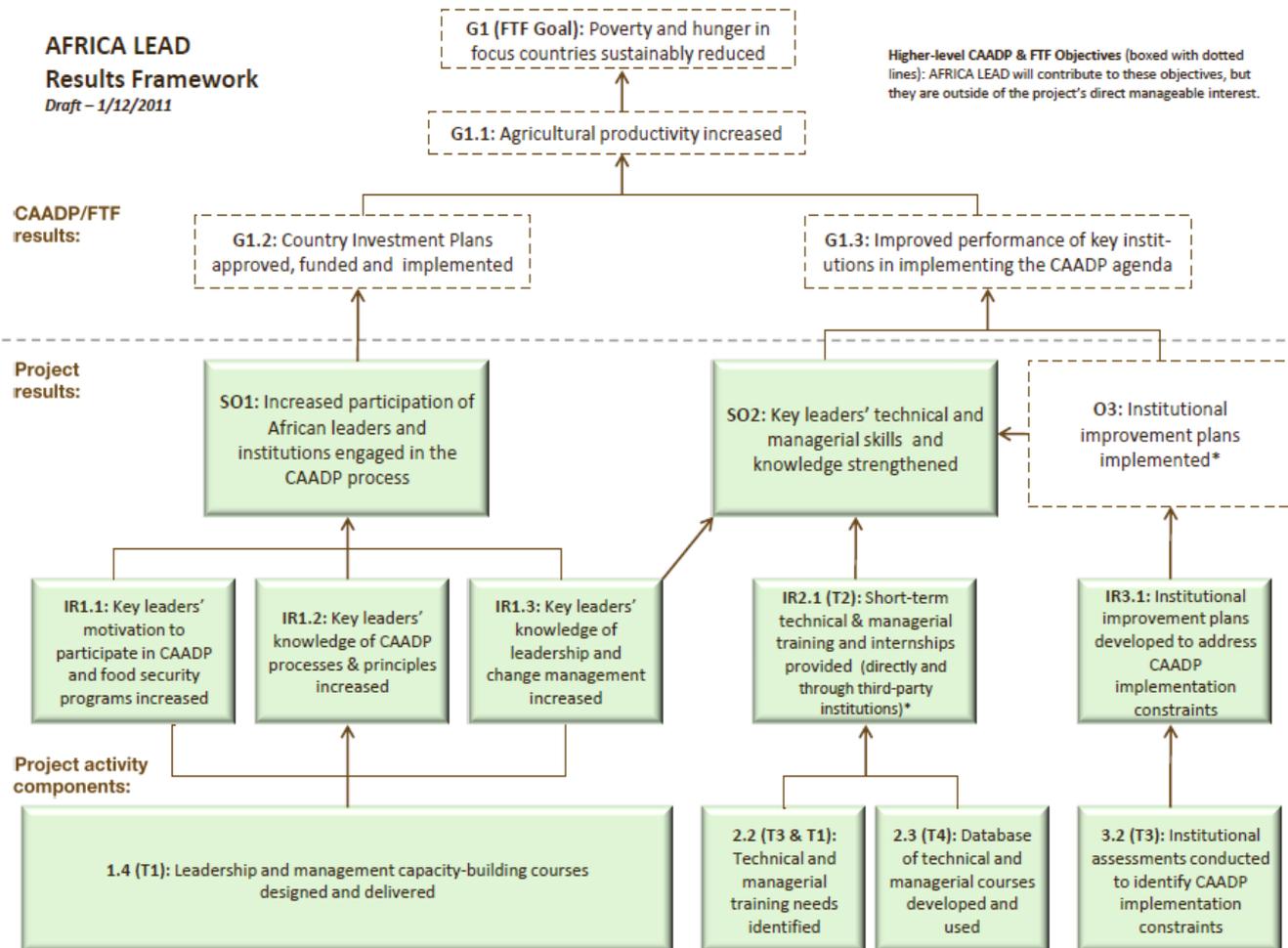
DQA will occur during the project's third quarter of implementation.

For the coming quarter, we expect to complete the following activities with regard to our PMP:

- Complete and submit the final project PMP
- Finalize development of the automated data collection database
- Train all field staff on data collection and entry
- Begin data collection on Module 1 training impact and participants' institutional training needs

# APPENDIX I: AFRICA LEAD RESULTS FRAMEWORK

## AFRICA LEAD Results Framework Draft – 1/12/2011



\* Assumes Mission buy-ins

T = Task IR = Intermediate Result SO = Strategic Objective O = Objective G = Goal

## APPENDIX 2: AFRICA LEAD INDICATOR MATRIX

Indicator Framework for AFRICA LEAD					
- Draft 15/1/2011					
Objectives	Indicators	Disaggregated by	Data Source	Frequency	Responsible
<b>G1 (FTF Goal): Poverty and hunger in focus countries sustainably reduced</b>	<i>G1.0.1 Proportion of population below \$1 per day</i>	<i>country</i>	<i>MDGs</i>	<i>annual</i>	D. Greebon
	<i>G1.0.2 Prevalence of underweight children under five years</i>	<i>country</i>	<i>MDGs</i>	<i>annual</i>	
<i>G1.1 (FTF Goal): Agricultural productivity increased</i>	<i>G1.1.1 Agriculture GDP growth (%)</i>	<i>country</i>	<i>IFPRI/RESAK SS</i>	<i>annual</i>	D. Greebon
<b>G1.2 (FTF Goal): Country Investment Plans approved, funded and implemented</b>	<i>G1.2.1 Number of supported countries achieving target of 10% budget expenditure on agriculture</i>	--	IFPRI/RESAK SS	<i>annual</i>	D. Greebon
	<i>G1.2.2 Agriculture spending in national spending (%)</i>	<i>country</i>	IFPRI/RESAK SS	<i>annual</i>	D. Greebon
	<i>G1.2.3 Number of countries that transition to FTF Phase II</i>	--	FTF		D. Greebon
<b>G1.3 (AFRICA LEAD Goal): Improved performance of key institutions in implementing CAADP agenda</b>	<i>G1.3.1 Number of institutions with improved capabilities in areas critical to CAADP's success (determined by assessments)</i>	<i>country, sector</i>	<i>Special studies</i>	<i>annual</i>	D. Callihan, D. Greebon
<b>SO1: Increased participation of African institutions engaged in the CAADP process</b>	1.0.1 Number of trainee institutions that engage in CAADP stakeholder reviews	country, sector, trainee sex	Online trainee survey	after 6 months	D. Greebon
	1.0.2 Number of Country Teams managing an inclusive, consultative process	--	TBD	periodic/annual	D. Callihan
IR1.1: Motivation to participate in CAADP and food security programs increased	1.1.1 Percent of trainees reporting increased motivation to participate in CAADP and food security programs	<i>country, sector, sex</i>	Module 1 & 2 training pre-vs. post-tests	during training	M&E staff
IR 1.2: Knowledge of CAADP processes and principles increased	1.2.1 Percent of trainees demonstrating increased knowledge of CAADP processes and principles	<i>country, sector, sex</i>	Module 1 & 2 training pre-vs. post-tests	during training	M&E staff
IR1.3: Knowledge of leadership and change management increased	1.3.1 Percent of trainees demonstrating increased knowledge of leadership principles and change management	<i>country, sector, sex</i>	Module 1 & 2 training pre-vs. post-tests	during training	M&E staff
	1.3.2 Percent of trainees reporting applying leadership and change management skills in their institutions	<i>country, sector, sex</i>	Online trainee survey	after 6 months	D. Greebon
1.4 (T1): Leadership and management capacity-building courses designed and delivered	1.4.1 Number of hours of course content designed	--	Training materials	after development	Trainers
	1.4.2 Number of courses delivered	--	Training records	during training	Regional staff
	1.4.3 Number of participants trained	country, sector, sex	Attendance Sign-in	during training	Regional staff
	1.4.4 Percent of trainees reporting high quality instruction	country, sector, sex	Training post-test	during training	D. Greebon
<b>SO2: Key leaders' technical and managerial skills and knowledge strengthened</b>	2.0.1 Number of trainees demonstrating increased technical and managerial skills and knowledge in their institutions	country, sector	Online survey of trainees' supervisors + special studies	periodic/annual	D. Callihan
IR2.1 (T2): Short-term technical & managerial training and internships provided	2.1.1 Number of participants trained*	country, sector, sex	Budget	quarterly	G. Mungai
	2.1.2 Number of training hours received*	country, sector, sex	Individual Verification	quarterly	Regional staff & coordinators
	2.1.3 Number of internship days worked*	country, sector, sex	Individual Verification	quarterly	Regional staff & coordinators
	2.1.4 Percent of trainees reporting high quality instruction	country, sector, sex	Training post-test	quarterly	D. Greebon

\* = provided there are resources  
(italics) = not within manageable interest

2.2 (T3/T1): Technical and managerial training needs identified	2.2.1 Number of key regional and national institutions for which training needs have been identified	country/region, sector	Tally	quarterly	D. Callihan, Regional staff
2.3 (T4): Database of technical and managerial courses developed and used	2.3.1 Number of courses identified, vetted and placed in database	country, type	Tally	quarterly	K. Vignare
	2.3.2 Number of institutions included in database	country, type	Tally	quarterly	K. Vignare
	2.3.3 Number of hits to web-based database per month	country	Google Analytics stats	quarterly	K. Vignare
<b>03: Institutional improvement plans implemented</b>	<i>3.0.1 Number of recommended improvement plan actions implemented*</i>	<i>country, sector</i>	<i>Online survey of institutional leaders + special studies</i>	<i>periodic/annual</i>	D. Callihan, D. Greebon
IR3.1: Institutional Improvement Plans develop-end to address CAADP implementation constraints	3.1.1 Number of institutional improvement plans developed*	country/region, sector	Tally	quarterly	D. Callihan, D. Greebon
3.2 (T3): Institutional assessments conducted to identify CAADP implementation constraints	3.2.1 Number of institutions undergoing capacity/competency assessments as a result of USG assistance (F)	country/region, sector	Tally	quarterly	D. Callihan