Africa Lead
Scaling up for food security in Africa

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 APRIL – JUNE 2011 (THIRD QUARTER OF PROJECT IMPLEMENTATION)

USAID/Liberia Mission Director Patricia Rader (standing fifth from right) and Ambassador Linda Thomas-Greenfield (sixth from right) join 15 Africa Lead Champions for Change graduates at the Cuttington University Agriculture Show, April 2011

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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.

GLOSSARY

Africa Lead	Africa Leadership Training and Capacity Building Program
AUC	African Union Commission
ARC	Agriculture Research Council
CAADP	Comprehensive Africa Agriculture Development Program
COP	Chief of Party
CORAF	West and Central African Council for Agricultural Research and Development
CILSS	Permanent Interstate Committee for Drought Control in the Sahel
DAI	Prime contractor for Africa Lead
DCOP	Deputy Chief of Party
DQA	Data Quality Assessment
ECI	ECI Africa Consulting, subcontractor on Africa Lead
ECOWAS	Economic Community of West African States
FANRPAN	Food Agriculture and Natural Resources Policy Analysis Network
FTF	Feed the Future
GIZ	German International Development Agency
IFPRI	International Food Policy Research Institute
IICEM	Integrated Initiatives for Economic Growth
IITA	International Institute for Tropical Agriculture
METASIP	Medium Term Agriculture Sector Investment Plan (Ghana)
M&E	Monitoring and Evaluation
MSI	Management Sciences International, subcontractor on Africa Lead
MSU	Michigan State University, subcontractor on Africa Lead
NAIP	National Agriculture Investment Plan
NBF	NEPAD Business Foundation
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NPCA	NEPAD Planning and Coordinating Agency
NSA	Non-State Actors
PACA	Partnership for Aflatoxin Control in Africa
POC	Point of Contact
PMP	Performance Management Plan
RAIP	Regional Agriculture Investment Plan
REC	Regional Economic Community
ReSAKSS	Regional Strategic Analysis and Knowledge Support System
SAKSS	Strategic Analysis and Knowledge Support System (country level)
SANSOR	South African National Seed Organization
TAFSIP	Tanzania Agriculture and Food Security Investment Plan
TRG	Training Resources Group, subcontractor on Africa Lead
USAID	United States Agency for International Development
WFP	World Food Program

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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 (TRG), ECI*Africa* Consulting (Pty) Ltd., and Michigan State University (MSU). Africa Lead is implemented through three regional offices -- Accra, Ghana; Nairobi, Kenya; and Pretoria, South Africa -- each run by a Regional Deputy Chief of Party (DCOP), and is supported by a Bethesda-based office headed by the program COP.

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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 third quarterly performance report of the program, nine months into program start up and implementation, and focuses on progress towards deliverables identified in the Africa Lead Year 1 Work Plan.

OVERVIEW

The third quarter of Africa Lead implementation was characterized by significant progress in capacity needs assessments, near completion of the seminal Module 1 of the CAADP Champions for Change leadership training for agriculture leaders across the continent, maturation in development of the innovative partnerships and arrangements for technical training, and completion and initial population of the Africa Lead database on short courses offered by African universities and training institutions as well as select, relevant courses outside the continent.

Task 1 Module 1 training began to wind down especially in East Africa, where by mid-quarter all training for which funding ("buy-in") had been received was completed. West Africa training, which with francophone training being done in Dakar, Senegal at the same time that Anglophone training was taking place in Accra, Ghana, was completed later. Africa Lead's Module 1 training for Southern Africa continued through the quarter and will not be completed until the next quarter.

Africa Lead has continued to maintain connection with the CAADP Champions for Change, as the graduates of the Africa Lead Leadership Training are called, and has continued to monitor and support development of a Champions for Change Facebook page that is "owned" by the Champions themselves. The program also provides information of relevance to Module 1 graduates through the Facebook page. The goal is to provide just enough non-intrusive support to development of national, regional and continental networks of agriculture leaders from across all sectors – government, research/academe, private sector and NGO/CBO – for the networks to take hold and begin to play a role through existing agriculture and food security policy, programming and implementation structures.

As part of the process of supporting the CAADP Champions for Change network, Africa Lead purchased 800 copies of Harvard Kennedy School of Government Professor Calestous Juma's recently published book, "*The New Harvest: Agricultural Innovation in Africa,*" which, as the name implies, focuses on the matter of transformation of agriculture, which is at the very core of the CAADP process. The discussion and debate on the ideas generated in this book and the recommendations made by the author should help to foster another critical principle of CAADP, the focus on programs and investments that evidence suggests have the best chance of delivering on national food security goals. Africa Lead will continue to find innovative ways to support the Champions network without creating new structures that might unnecessarily compete with existing structures and institutions whose capacities need to be strengthened.

Module 2 training curriculum development is nearly complete, after an iterative process of obtaining feedback from a range of stakeholders. Designed to build country-level capacity to drive the National Agriculture Investment Plan (NAIP) process forward, Module 2 participants will consist of a sub-set of Module 1 participants, as well as members of country agriculture teams and CAADP implementers. The nature of Africa Lead assistance will depend on the stage in the CAADP process in which each country finds itself, from finalizing the NAIP in response to technical reviews, to designing programs and projects, securing funding for them, procuring consulting and engineering services where needed, and monitoring their impact. These trainings are scheduled to begin in the program's fourth quarter.

Task 2 partnerships are designed primarily to leverage the agriculture and agriculture-related technical and operational skills embedded in select companies and international organizations such as WFP and IFPRI to provide learning opportunities to African participants in these programs. These learning oppor-

tunities, whether internships or training, will be directly relevant to each country's NAIP and to the USAID FTF strategy for that country. Africa Lead has continued to develop the subprograms of Task 2 and has also supported ad-hoc training as courses have been identified by USAID Washington or by regional and bilateral missions. Support to non-state actor (NSA) workshops in many of the countries in which Africa Lead works is categorized as a Task 2 activity. Its focus will be to help non-state actors develop concrete steps (through action planning) for how they will, as a group, more effectively engage the government in the CAADP process.

Africa Lead rolled out its initial five capacity assessments (Task 3) during this quarter, as requested by USAID missions. These were, in order, of ECOWAS, CILSS, CORAF, Tanzania's TAFSIP and Ghana's METASIP. These will provide templates for subsequent assessments. The assessments were of two kinds, the first three mentioned were more typical institutional assessments and the second two entailed institutional mapping of the set of key institutions involved in implementation of each country's NAIP, and reviewing missions and capacity gaps of those institutions.

Finally, during this quarter Africa Lead put its database of agriculture and food security short courses offered by African institutions and other select institutions on line. The database can be accessed through the Africa Lead website (see www.africaleadftf.org). Monthly updates on upcoming short courses are provided to USAID missions and other potentially interested parties.

PROGRESS TOWARDS RESULTS

TASK 1: PROVISION OF LEADERSHIP TRAINING TO AFRICAN FOOD SECURITY LEADERS

Previous studies have identified leadership and management skills as critical gaps in many FTF countries that are beginning to align their agriculture plans and programming to the CAADP approach. Because of the nature of project awards, Africa Lead did not do any independent assessments related to leadership skills and behaviors, but NPCA-CAADP and other documents addressing capacity needs for CAADP Agriculture Investment development and implementation amply documented the need for leadership skills. The focus of Africa Lead's Task 1 is to address the leadership and management gap in agriculture institutions and in the process of identifying, prioritizing and implementing strong agriculture policies, investments and programs. An equally important component of Task 1 is to raise awareness of CAADP's principles, processes and goals.

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

Activity 1.1.1: Curriculum development

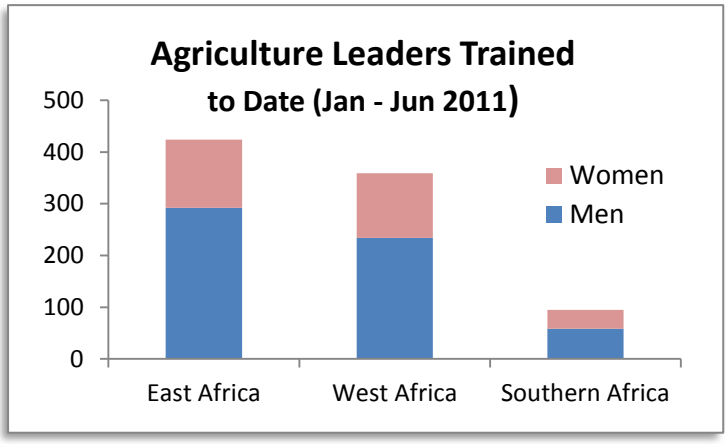
Africa Lead developed the 40-hour Module 1 Champions for Change curriculum in the first quarter and is in the process of placing easy-to-access versions of the training material onto the Africa Lead website (www.africaleadftf.org). The goal of Africa Lead is facilitate use of training material for subsequent cascade training provided by graduates of the Champions for Change program or others. The training material – including Trainer Guides, Participant Manuals and presentation slides – have been translated into French and Portuguese, with the French having been used in classroom settings.

Activity 1.1.2: Identification and Training of Trainers

Africa Lead trainers have had extensive experience in delivery and facilitation of the 40-hour CAADP and leadership training course, with 30 offerings to date. This has resulted in great demand for subsequent training; both USAID/Mali and USAID/Zambia will fund in-country trainings in the fourth quarter, and other countries have expressed interest in possible additional Module 1 trainings in the future. It is a point of pride for the program that nearly all of the training hours provided under Task 1, Module 1 has been provided by African trainers.

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

During this quarter Africa Lead delivered 14 Module 1 trainings to a total of 357 mid- to senior-level agriculture professionals from 21 countries. 34% of participants have been women, and 36% are nutritionists or work in positions involving nutrition issues. 95% say they are in positions to affect change within their institutions.



The cumulative number of participants (880) come from over 500 institutions that work across a broad range of tech-

nical areas and sectors. 40% of participants trained this quarter work in the public sector/ government, 30% in NGOs, civil society, or community-based organizations, 17% in the private sector, and 13% in universities, schools, or research institutions. 20% of participants work for an organization with a regional focus. Half of participants had been involved in CAADP through a Country or Regional Working Group, and 40% participated in designing or writing their country's Country Investment Plan or Compact. One third had designed a CAADP project or program.

Participants Trained to Date (Jan – Jun 2011) by Country	
Angola	1
Botswana	5
Burundi	11
DRC	2
Ethiopia	114
Ghana	100
Kenya	124
Lesotho	7
Liberia	100
Madagascar	1
Malawi	21
Mali	36
Mozambique	10
Namibia	9
Nigeria	58
Rwanda	35
Senegal	64
South Africa	15
Sudan	1
Swaziland	5
Tanzania	100
Togo	1
Uganda	29
Zambia	31
Total	**880**

Module 1 CAADP Champions for Change trainings have been a resounding success across the continent and have generated considerable enthusiasm and press both amongst participants and internationally. During this quarter, participants and the project have been featured twice in the weekly publication *The East African*, in Nigeria's newspaper *The Punch*, in Senegal's *Rewmi*, and in publications by *Trademark East Africa* and *Perspectives* (Heinrich Böll Foundation, Southern Africa).

Course evaluations have continued to show the overwhelming response of participants to training. More than 97% of participants rate as good or excellent the quality of the training, the quality of the trainers, and the usefulness of the training content to their work. The goals of Module 1 training are to increase knowledge of CAADP, participation in CAADP, and leadership and change management skills, and post-training surveys suggest participants acquired the skills and motivation during training to champion institutional changes that promote food security and CAADP, as shown in the analysis below.

One hundred percent of trainees reported increased desire to participate in CAADP after receiving training, 92% increased their knowledge of CAADP (with 74% reporting large increases), and 91% report they will implement their personal action plans developed during training. 92-97% of participants also reported increased awareness of the importance of considering gender roles, the role of nutrition in advancing agriculture-led growth, the impact of climate change on agricultural development, and targeting services and strategies toward the very poor.

In addition to increased knowledge about CAADP, the Champions for Change trainings gave participants important leadership tools they'll need to spearhead institutional change. 94-97% report increased knowledge after training on advocacy, strategic thinking, leadership, team building, and monitoring and evaluation.

60% reported increased knowledge of techniques to lead institutional change. To verify objectively that participants had learned course content, several "test" questions were included on the pre- and post-training surveys, and responses show substantial gains in knowledge; before training, 34% correctly identified Kotter's process for change management, while afterwards 83% answered correctly. 100% of participants reported that they will use the leadership and change management tools received during training at their jobs.

BENEFICIARY STORY:

Changing Perceptions to Increase Crop Yields

Mali

In the some rural areas in Mali, agriculture yields are extremely low: most maize farmers produce just 3-4 tons/ha. After attending a Module 1 training, Gaoussou Diawara, Coordinator of the *Centre d'Appui a L'Autopromotion pour le Developpement* (CAAD), a Malian NGO, convened a strategy meetings with colleagues to address the problem. CAAD decided to pursue aggressive increases in agricultural productivity – to double yields – by promoting the use of hybrid maize, even though local producers had historically resisted using it due to misperceptions of it as a genetically modified organism (GMO).

CAAD approached a hybrid seed import company and facilitated a meeting between the seed company, the local agriculture service, local political and administrative officials, and over 100 farming households. Using demonstrations, scientific explanations and images, CAAD got the agreement of the farmers and local authorities to set up demonstration plots to be farmed by four volunteer farmers. Gaoussou expects many households to adopt the use of hybrid seeds after observing their much higher productivity. He credits Africa Lead's training with providing the impetus to "think outside the box."

East Africa

Between April and June 2011, the East Africa regional office held 4 trainings for 130 participants (18% women), 2 of which were held in Addis Ababa, Ethiopia for 95 Ethiopians. Compared to the other regions this quarter, more East African trainees work in government (56%); 19% are from civil society and 20% from for-profit businesses. One-fifth hail from institutions with a regional focus. East Africa was the first region to complete Module 1, having trained 424 people.

West Africa

West Africa trained 153 people this quarter: 93 anglophone participants at 4 trainings in Accra, Ghana and 60 francophone Champions at 3 trainings in Dakar, Senegal. Of these 153, 41% were female, 22% came from regional institutions, and 42% work in civil society and community-based organizations (with the remaining participants being more or less equally divided amongst the other sectors). The West Africa office expects to train 36 more participants in Dakar and an additional 49 people from regional organizations. Mali has requested in-country training for approximately 64 additional participants.

Southern Africa

Together with its training partner, the University of Pretoria, Africa Lead conducted 3 trainings this quarter, producing 74 graduates, nearly half of them women (46%). Half of participants were from government, 24% from civil society, 23% from research institutions or universities, and 4% from businesses. Nearly one-fifth of graduates work for organizations with a regional focus. In the fourth quarter, the Southern Africa regional office expects to train an additional 29 participants in Pretoria, South Africa and between 40 and 50 people in Zambia.

Activity 1.1.4: Coaching of Regional Master Trainers and Trainers

Coaching of trainers by the regional Training Managers 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 (mentioned above) as well as follow-up observations during initial course offering. During this quarter, the Senior Training Specialist offered feedback and coaching to 11 Module 1 francophone trainers in Senegal for two days in May 2011.

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

Module 2 was initially 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 deepening their knowledge and further developing skill sets for leading change. With further deliberation and consultation, the target audience for Module 2 has expanded to include the CAADP focal points, country teams (having different names in different countries) and key individuals involved in implementing programs of the National Agriculture Investment Plans (NAIPs). One reason to ensure that these latter are included in the training was to reinforce existing structures and to avoid the risk of creating parallel and competing structures.

Activity 1.2.1: Curriculum Development for Module 2

The Africa Lead curriculum designers for Module 1 have also been the designers for Module 2 training. They have incorporated survey results from Module 1 training and have engaged in extensive consultation with institutional stakeholders including USAID missions, CAADP focal points in ministries of agriculture, and with the REC and NPCA points of contact. The designers have also vetted the planned Module 2 curriculum with the Africa Lead Module 1 trainers, who have collectively trained 880 Champions for Change. One of the most extensive interactions has been with the GIZ project providing direct support to NPCA on CAADP country team development and training. Africa Lead and GIZ have exchanged documents on training programs and have worked out a general arrangement: in countries where both programs are working, Africa Lead training will follow that of GIZ. This is primarily because the GIZ training had from the start a greater emphasis on team building, while the Africa Lead curriculum focuses more on program design, financial management and M&E. In countries where GIZ is not providing training to the CAADP country teams, Africa Lead will incorporate team building concepts and activities into Module 2 training to ensure that the foundations for effective teams are available to the country teams.

Activity 1.2.2: Identification and Training of Trainers in New Material

The program is identifying trainers for Module 2 and for the most part will use the experienced Module 1 trainers. It is possible that for some sessions requiring specialized expertise (such as program design) Africa Lead will bring on board additional trainers with deep experience in relevant theory and practice. Africa Lead does not anticipate extensive training of trainers for Module 2.

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

Africa Lead expects to roll out Module 2 in August 2011 depending on the readiness of countries where the USAID mission has contributed funding ("bought in") to the program. Of particular importance are the interest and commitment of the CAADP country/region teams, USAID missions and the Regional Economic Communities (RECs).

Upcoming Task 1 Activities

For the coming quarter, Africa Lead expects to complete the following activities with regard to Task 1:

- *Additional Module 1 trainings*: In West Africa, train 36 participants in Dakar, Senegal and 64 participants in Bamako, Mali. In Southern Africa, train 29 participants in Pretoria, South Africa and 40 in Zambia.
- *Launch Module 2 trainings in East and West Africa*: For East Africa, train 50 participants. For West Africa, launch Module 2 in Ghana and Liberia.

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

In this and subsequent quarterly reports, reporting on this Task will cover support to short courses, internships, mentorship programs and other technical training programs that Africa Lead will support either in an ad hoc way or 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 (5) global food logistics organizations (e.g., WFP) (Activity 2.5 below).

In this section the program will also report on coordination activities with and support to NPCA, RECs and AUC on the CAADP process (Activity 2.3).

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

This has been an on-going process and as of this quarter 880 participants have been provided the Champions for Change leadership training across the continent. Africa Lead vetted each participant through a nomination process and provided them with airfare, accommodations, and board during their stay at the five-day training.

This quarter Africa Lead provided training in Nairobi for participants from the following countries: DRC, Ethiopia, Kenya, Rwanda, Tanzania, and Uganda; in Pretoria for the following Southern African countries: Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, and Zambia; in Accra for participants from Ghana, Liberia, and Nigeria; and in Dakar for francophone participants from Mali, Senegal, and Togo. A breakdown on the institutions represented, gender distribution, and other statistics about participants in the program's Task 1 Module 1 training is provided above under Activity 1.1.3.

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

Africa Lead maintains relationships and collaborates with CAADP leaders at the country, Regional Economic Community (REC) and continental levels (AUC, NPCA-CAADP) on the broader aspects of the programs' work plan, at the Task level. The program consulted with all levels on the Champions for Change leadership training and worked with each level and with USAID missions to ensure the right people were sent for Module 1 training. Africa Lead also trained a number of members of CAADP Country Teams in various countries. The program consulted with NPCA on approaches to institutional capacity needs assessments with the hope that the program could come up with a model that could guide subsequent assessments.

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

The program has completed this activity and has a cadre of highly experienced trainers on retainer from which Africa Lead will select a subset for Task 1 Module 2 training. This includes 8 East African trainers, 7 English-speaking West Africans, 11 French-speaking West Africans, and 3 lecturers from the University of Pretoria, South Africa. The program is especially proud of the fact that the trainers who have conducted virtually all the Champions for Change training are Africans.

Activity 2.5: Identifying and supporting short courses and internships

Existing short courses and internships are currently being identified by Michigan State University and the regional field offices. 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.

Africa Lead support for short courses, internships and other guided or experiential learning experiences can be categorized into two types: (1) Training partnerships with recognized development organizations or agribusinesses that have specific skills of particular relevance to increasing food production and quality; (2) More ad hoc trainings as USAID missions request Africa Lead to send trainees to courses the missions have identified either independently or through the Africa Lead short courses database. The program will report on both in this section.

(1) Training Partnerships

The program has brought concept notes to completion or near completion for a number of training partnerships, listed here in order of maturity of development:

Agribusiness Leadership Program

This is a program that is designed to match private sector hosts from more technically advanced economies with participants from enterprises that need technical skills upgrades to achieve their potential and, in some cases, to more effectively supply firms that are further down the supply chain. Sending enterprises will have their technical staff work with receiving or host companies for a period of up to 3 months as interns, during which time hands-on experience will be gained in addressing the technical gap identified as the target of the particular assignment or internship. These assignments will take place for the most part on the continent but may also take place outside as deemed appropriate. In addition to upgrading technical skills, this program will help solidify commitment of private sector agribusiness to Africa.

During this quarter Africa Lead has worked to profile ideal intern candidates from among private sector participants in the Task 1 Module 1 Leadership Training and more broadly from the agribusiness community in each of the countries in which Africa Lead works. The Deputy Chiefs of Party have identified very promising candidates as well as possible host companies.

USAID, working with the Bethesda office of Africa Lead has identified, talked to and gained the strong interest of at least two US-based food/feed companies – Hershey's and Novus. Africa Lead is working with USAID and Hershey's to develop an MOU and other documents to align the program. In the next quarter the program expects to identify a small number of interns who will be sent to Hershey's for internships either in commodities and operations (including learning about commodities trading) or engineering and R&D (including new product development).

The Hershey's opportunity is the most mature of the Agribusiness Leadership Programs and its development will give all parties the opportunity to work out kinks.

Other leads include: Sainsbury's (cold chain management), Ilovo Sugar (food fortification), Pannar Seed and South Africa National Seed Organization (SANSOR) (seed distribution and logistics), NEPAD Business Foundation (NBF) (supply chain management), and South Africa's Agriculture Research Council (ARC) (food safety testing). Similarly, Africa Lead has sought to

BENEFICIARY STORY:

Catalyzing a National Commodity Exchange

Tanzania

Rural Urban Development Initiatives (RUDI), a private sector development organization focusing on small farmers, has been trying to start up a national Commodity Exchange public-private partnership in Tanzania since 2009, but the process never seemed to gain much momentum. After Africa Lead training, RUDI's Lameck Kikoka saw a window of opportunity for farmers if only he could stimulate the development of the Commodity Exchange.

So he contacted Africa Lead training graduates from other cohorts, such as Nsanya Ndanshau of the Eastern Africa Grain Council (EAGC). Together the two men used their change management skills to create a sense of urgency and form a working group of more than 60 Tanzanians. Participants agreed to pursue four strategic initiatives: formation of the Commodity Exchange (COMEX), development of Warehouse Receipt System, policy analysis and advocacy, and farmer mobilization and capacity building. Each thematic group was adopted by a Champion for Change trainee who has agreed to chair the initiative. In part because of pressure from the Working Group's efforts, the Tanzanian President's Office has committed to appoint a National Task Force that will be accountable for COMEX development.

integrate its Agribusiness Leadership Program into existing agribusiness programs such as IICEM in Mali, which is establishing a public-private partnership to develop high quality composite sorghum/wheat flour that can be used across a broad spectrum of foods as a replacement to wheat-only flours.

WFP Partnership for Training and Capacity Building

This partnership will focus on supply chain management and food security assessments. Senior managers and technical staff in government and a select number of stakeholders will be trained in more detail about the importance of supply chain management and food security assessments. Additionally, a broad level of stakeholders that are involved in the agricultural sector will be targeted for awareness-raising of the objectives of the training and capacity building that is planned under this Partnership, and how this successful attainment of these objectives will benefit and affect them.

IFPRI Partnership for Strengthening Capacity for Strategic Agriculture Policy Formulation and Analysis

This partnership will support extending the training and capacity building that IFPRI is providing primarily to the regional Strategic Analysis and Knowledge Support Systems (ReSAKSS) "nodes" in East, West and Southern Africa to select country Strategic Analysis and Knowledge Support Systems (SAKSS). The national SAKSS nodes include government staff in policy and planning units, statistics units, and university professors, researchers and independent consultants.

During this quarter Africa Lead received from and discussed with IFPRI the elements of a "start up" budget and proposal from IFPRI, and in the next quarter will work through the modalities of procurement, contracting and the logistics of making the foundational investments – review of training needs, training of trainers – needed to undertake training of actual or potential members of select country SAKSS nodes.

NSA "CAADP Dialogue Platforms" Partnership

The NSA Dialogue Platform workshops are aimed at improving the quality of NAIPs by having a more systematic and structured engagement in the process by non-state actors throughout Africa. This partnership is being led by the CAADP NSA Task Team -- FANRPAN, Save the Children UK, ActionAid Africa and other groups spearheading the involvement of non-state actors in the CAADP process at the continental, regional and country levels. Such workshops have been or are being conducted in Malawi and Sierra Leone. They require that government and non-state actor relationships be at a level at which the dialogue towards more meaningful participation of NSA has a good chance of being meaningful and leading to robust involvement. Africa Lead will support these Dialogue Platforms as a form of training and will focus on development and follow-up of the Action Plans that each of the country Dialogue Platforms will come up with.

Africa Lead received a concept note for these workshops from the NSA Task Team in April 2011 and during this quarter has been working with designated Task Team representatives on the content, structure, funding arrangements and dates for the workshops.

The workshops will roll out in the next quarter and will likely run through the end of 2011.

Partnership on Agriculture Research and Technology Training

This partnership is still to be developed, but support to USDA's Cochrane and Borlaug Fellowship programs and partnering with IITA and/or PACA on aflatoxin-related training are candidates.

(2) Ad Hoc Short Course Training

During the third quarter, Africa Lead coordinated logistics for 2 USDA-selected candidates to attend a veterinary Epidemiology course at the University of Colorado, Fort Collins.

Various USAID missions have expressed interest in collaborating with Africa Lead to provide logistical support for other field visits/study tours. Africa Lead will likely support several additional East Africans for study in the United States. The program has also put forward a proposal to support 36 Zambians to attend various meetings and field visits/study tours. Because the short courses database is still under construction, please also see Task 4.

Upcoming Task 2 Activities

For the coming quarter, Africa Lead expects to complete the following activities with regard to Task 2:

- Training Partnerships
  - *Agribusiness Leadership Program*: In East Africa, design and organize two Agribusiness Internships. In West Africa, arrange at least two for Malians and at least two for Liberians to participate in regional agriculture shows. In Southern Africa, arrange internships with 3 hosts (e.g. with SANSOR, PANNAR Seed, and/or Illovo Sugar).
  - *NSA workshops*: Train facilitators, and support NSA Dialogue Platform Meetings in Zambia and Zimbabwe (currently scheduled to be held in August-September). , Ghana: Assist in the delivery of NSA training/facilitation for 20 participants in East Africa, 100 participants in Ghana, and 40 national participants in Dakar, Senegal.
  - *WFP, IFPRI, and Agriculture Research and Technology partnerships*: Continue development of partnerships and pair beneficiaries with hosts.

- Ad Hoc Short Course Training
    - *IFDC training*: Coordinate logistics for 13 Africa Lead-sponsored participants.
    - *University of Colorado course in veterinary Epidemiology*: Coordinate logistics for an additional 2 USDA-selected candidates.
    - *Natural Resource Management/Climate Change conference*: Organize and facilitate attendance of more than100 participants.
    - *West Africa Regional Workshop*: Provide logistical support to at least one Ghanaian to participate.
    - *Zambia CAADP Roundtable*: Organize and deliver a high level "CAADP Roundtable" for 8-10 senior members of a soon-to-be constituted "Management Unit" tasked with executive decision-making authority to move toward Zambia to completion of its CAADP Country Investment Plan.

TASK 3: CONDUCT INSTITUTIONAL CAPACITY NEEDS ASSESSMENTS TO GUIDE CAPACITY BUILDING

The parameters of the institutional capacity needs assessments that will be conducted by Africa Lead are that the program will focus on capacity needs in relation to the CAADP process of transforming agriculture planning, programming, implementation and evaluation into a systematic results and evidence-based process. Furthermore, the Africa Lead approach will be thoroughly vetted with NPCA/CAADP with the ultimate goal of being spun off to NPCA as a tool that the latter will own and continue to apply after the program ends. Because the program is focused on training, much of the assessment will focus on gaps in individual skills, either leadership, management or technical, that are affecting the ability of an institution or a set of institutions (CAADP country teams) to undertake the consultative and analytical process needed to deliver on the 6% annual AgGDP growth goals of CAADP. Below, Africa Lead explains how its work during this quarter has moved toward the goals of Task 3.

Training needs identified

Activity 3.1: Conduct a capacity needs assessment desk study

Determining and prioritizing what capacities need to be strengthened is a critical step in improving agriculture and food security outcomes in Africa. Under the terms of the contract, Africa Lead was to conduct a desk study based on existing capacity needs assessment studies and consultations with stakeholders. The existence of such studies was exceedingly difficult to determine and much of the initial desk analysis was done on CAADP reports, including so-called "stock taking documents" and technical reviews. These were not formal capacity needs assessments, but did provide indications of areas in which country CAADP processes – in particular related to development and prioritization of National Agriculture Investment Plans (NAIPs) – were weak. To add to information sourced from relatively few documents, Africa Lead authorized the Task 3 Team Leader to travel to South Africa to consult with NPCA – CAADP on capacity needs assessments. The goals of the meetings were to find out and gain access to documented capacity needs assessments and to discuss how to systematize and use capacity assessments as capacity building exercises. These activities were completed during the first and second quarters of project implementation, therefore we will delete this Activity from future quarterly reports.

Activity 3.2: Integrate capacity needs assessment process into leadership training and project M&E

Africa Lead made initial efforts to determine institutional capacity needs by adding questions about capacity needs in the questionnaire administered to the Module 1 leadership training. This was done in part to learn what the participants believed to be key gaps and in part to begin to lay the groundwork for institutional capacity assessments and to develop champions for subsequent assessments. These results were integrated into the development of Module 2.

In Module 2 of Task 1, discussed above, the program will deepen its training on how organizations can develop and maintain a culture of continuous review and assessment of capacity strengths and weaknesses and become a learning and results-oriented organization.

It is clear that for institutions to become learning, results-oriented organizations more than knowledge of M&E is needed; a sense of urgency needs to be developed from the top to the bottom of the organization and performance goals need to flow from a clearly stated mission. Africa Lead seeks to help inculcate this attitude and behavior change where it does not already exist and strengthen it where it is already part of an organizational culture.

Activity 3.3: Conduct individual institutional assessments for key regional organizations

During this quarter, AFRICA LEAD conducted assessments of three key regional institutions in West Africa and assessments of two National Agricultural Investment Plan (NAIP) processes. These assessments are summarized below. In addition, the Southern Africa regional office began surveys of potential South African resource institutions which should be conducted during the 4th quarter.

(1) Assessments of key West Africa regional institutions

The West and Central African Council for Agricultural Research and Development (CORAF)

CORAF is an instrument for regional cooperation in agriculture research and development across twenty-two countries in the Economic Community of West African States (ECOWAS) and the Economic Community of Central African States (CEEAC). Headquartered in Dakar, Senegal, the mandate of CORAF is to coordinate research and facilitate the transfer of technologies developed by public and private sector institutions.

The overall purpose of the assessment was to: 1) critically examine the overall institutional capacity of CORAF to implement USAID awards under the Feed the Future initiative; 2) assess CORAF's ability to play a support and coordination role for the promotion of science-based agriculture activities in West Africa; and 3) recommend institutional improvements so that CORAF may better coordinate the research and development agenda in West Africa. Field work for the CORAF assessment was completed in May 2011, and the final report will be available by mid-July.

The Permanent Inter-state Committee for Drought Control in the Sahel (CILSS)

CILSS is headquartered in Dakar, Senegal. CILSS has now embarked on a new long-term mission, a 10-year strategic plan (Vision 2020) that aims to bring about a gradual consolidation with ECOWAS in which CILSS will serve as the technical implementing agency on matters relating to food security, land management, and water management, expanding its mandate from 9 to 17 countries.

The overall purpose of the CILSS assessment was to: refine CILSS' proposed role in FTF/CAADP; examine CILSS' relationships to USAID/CAADP Focal Points; assess CILSS' human resource capacity to perform its proposed role, including technical skills, number of personnel, staffing structure, etc.; review CILSS' mandate, thematic areas, operational plans, organizational structure, and other relevant aspects as they relate to CILSS' proposed role; and identify key areas in which CILSS requires improvement in order to achieve FTF/CAADP standards. Field work for the assessment was completed in June 2011, and a draft report will be available for review by mid to late July.

The Economic Community of West African States (ECOWAS) Agency for Implementation of ECOWAS Regional Agricultural Policy (ECOWAP)

This assessment covers the Department of Agriculture and Rural Development at the ECOWAS Commission, as well as the ECOWAS Bank for Investment and Development. The ECOWAS Department of Agriculture and Rural Development (DARD), a body within the ECOWAS Commission, has overall responsibility for implementing the regional agricultural policy. DARD

is in the process of creating two new organizations that will work to carry out the mobilizing programs that were designed under the Regional Agricultural Investment Plan, which form part of ECOWAP. A new Regional Agency for Agriculture and Food (RAAF) will implement the corresponding programs, whereas a new funding mechanism, the ECOWAS Fund for Agriculture and Food (ECOWADF) will finance these programs. The fund will be managed by the ECOWAS Bank for Investment and Development (EBID), located in Lomé, Togo. The assessment covers the Department of Agriculture and Rural Development at the ECOWAS Commission, as well as the ECOWAS Bank for Investment and Development. Furthermore, it provides an in-depth review of the proposed operations of the Regional Agency for Agriculture and Food, and of the proposed ECOWAS Fund for Agriculture and Food.

The assessment was structured to respond to USAID/West Africa's requirement to assess the key organizational functions and capabilities of ECOWAS and its related organizations, and to provide recommendations for ways to strengthen their organizational performance to implement the ECOWAS regional agricultural policy (ECOWAP). Field work for the assessment was completed in May 2011 and a final report was submitted to USAID in June 2011.

(2) NAIP Assessments

During this quarter, a methodology was developed for conducting institutional mapping and capacity needs assessments of the CAADP process at the national level, namely the process by which the National Agriculture Investment Plans (NAIPs) are managed and coordinated. This methodology was applied to the following assessments in Tanzania and Ghana.

The Tanzania Agriculture and Food Security Investment Plan (TAFSIP)
The purpose of this assessment was: 1) to identify the Tanzanian institutions that will have a critical role to play in the implementation of the Tanzania Agriculture and Food Security Invest-

BENEFICIARY STORY:

Engaging Youth for Food Security

Kenya

As Senior Marketing Officer of the Agricultural Development Corporation (ADC), engaging youth is one of Catherine Mutunga's goals. As a recent graduate of the Champions for Change training, Catherine is also interested in ensuring that Kenya is on track to meet its CAADP goals. Youth empowerment and stimulated interest in agriculture is considered a key enabler for the Kenya CAADP Compact's *Medium-Term Investment Plan for Kenya's Agricultural Sector: 2010-2015*.

On May 10, 2011, the Honorable Minister for Agriculture Dr. Sally Kosgei and ADC launched the Mkulima Junior Steer Competition and Mklulima Junior Mentorship Programme, as envisioned in Catherine's Action Plan. The purpose is to give secondary school students an outlet for their interest in agriculture, as well as to raise interest among students not taking elective agriculture courses. The Steer Competition provides steers to schools, where students are now learning fattening techniques and to compete for a prize at the Nairobi International Trade Fair 2011. The Junior Mentorship Programme places students at active farms for internships over school holidays.

ment Plan (TAFSIP), based on the April 12, 2011 draft; 2) define the roles and key capacities of these institutions in relation to their implementation roles; and 3) identify the most pressing capacity assessment needs that will be required for these organizations to fulfill their roles under TAFSIP.

The Tanzania TAFSIP implementation assessment report included an institutional overview that reviewed the three thematic areas of the Plan, and key issues, institutions and roles associated with each theme. For each institution the overview included capacity gaps that were highlighted in interviews as needing strengthening for the institution to effectively play its part in achieving the goals of TAFSIP. The report also included a synthesis of priority capacity needs, structured by organization. Fourteen organizations were reviewed in total.

Field work for this report was completed in May 2011 and the report is currently with USAID/Tanzania and the Government of Tanzania for review. It is expected the report will be finalized in July 2011.

The Ghana Medium Term Agriculture Investment Plan (METASIP)

Ghana's METASIP for 2011-2015 is a sector-wide investment plan, and constitutes the Government's commitments made under the CAADP Compact. It includes activities that will engage all agricultural-related ministries, departments and agencies as well as development partners including donors, private sector and civil society (NGOs, academia, civil society, farmers and other on-farm and off-farm private sector operators, researchers and service providers). The proposed components of the program include: food security and preparedness, increased growth in incomes, increased competiveness and enhanced integration into domestic and international markets; sustainable management of land and environment; science and technology applied to food and agriculture development; and improved institutional coordination. Donor funds constituted approximately six percent of Ghana's nominal GDP in 2010 and 2011 (World Bank, April 2011, Third Agriculture Policy Development Policy Operation).

The main objectives of the assessment were to: 1) clarify the roles and responsibilities of the CAADP Steering Committee and identify the institutional arrangements and capacities needed to oversee METASIP implementation; 2) identify the Ministry of Food and Agriculture's (MOFA)'s role in managing and implementing the METASIP, and 3) identify the capacity gaps that need to be addressed in order for the ministry to successfully fulfill its role; and 4) identify the role of non-state actors (NSA) in the implementation of the METASIP, and to define a process for how they can be meaningfully engaged.

Africa Lead followed the same general approach to conducting the METASIP implementation assessment as had been done in Tanzania – group interviews or a workshop with CAADP country team (names are different from country to country) leaders followed by interviews with leaders of individual institutions or organizations comprising the CAADP country team and key agriculture program implementers. Field work for this report was completed in June 2011 and a draft report will be provided to USAID/Ghana in mid-July, and will be finalized after receiving USAID comments.

Upcoming Task 3 Activities

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

- *Conduct a "lessons learned" review of the NAIP assessment methodology* used in Ghana and Tanzania. Refine the methodology based on the analysis of application experience.
- *Conduct additional NAIP assessments.* While we do not have a firm schedule for NAIP assessments, discussions are on-going in a number of countries, including Nigeria, Kenya, Mali and Uganda. In Southern Africa, institutional assessments of agricultural ministries or related institutions are possible in Zimbabwe.
- *Conduct additional assessments of* regional *agricultural institutions.* in East Africa, discussions are currently underway in regard to conducting a number of assessments, including the Common Market for Eastern and Southern Africa (COMESA) and the East Africa Community (EAC).
- *Conduct assessments of* national *agricultural institutions*, including at least one institution in Nigeria, one in Liberia, and one in Ghana.
- *In West Africa,* organize follow-up assessment and capacity building work from the findings of the three aforementioned regional assessments, i.e. CORAF, CILLS and ECOWAS.
- *In Southern Africa*, survey/assess 5 more South African institutions to complete the assessment of potential resource organizations in South Africa.

BENEFICIARY STORY:

Leaders Bring Training to Women Farmers

Ghana

As Executive Director of the Development Action Association (DAA), a small-scale farmer, and a CAADP Champion for Change, Lydia Sasu recognizes the potential impact of sharing the CAADP message directly with farmers, especially women. "The [Africa Lead] training creates an awareness of the issue of food security. Everyone has to play a role to increase production," she says. Together with colleague and fellow training graduate Stella Effah, the two women have trained 161 rural farmers – over 80% female – in dozens of communities in Ghana. To adapt the experience to the reality of rural women, trainings were conducted in three local languages (Twi, Ga-Dangbe, and Ga) and relied heavily on pictures and graphics from training materials. Participants learned about strategic planning, discussed local challenges to increasing production, and brainstormed possible solutions for their communities. They plan to train more farmers in the future.

TASK 4: DESIGN, BUILD, POPULATE, AND VALIDATE A DATABASE OF TRAINING OFFERINGS

Michigan State University (MSU) is Africa Lead's main resource for developing a database of relevant technical and managerial African course offerings. The goal of the database is 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

The architecture of the database has been developed and is available publicly at the following URL: http://africalead.vudat.msu.edu/courses. However, marketing awareness efforts have not yet been started, as the site is still in a pilot phase. During this quarter, field and US-based staff were trained in its use and how to enter course information into the site; so far 242 courses from 89 institutions have been published online. Database training sessions also provided feedback to MSU on how to make the site more user-friendly. While no major changes are needed to the design, minor revisions have been made to data entry fields and titles.

Activity 4.2: Data review, entry and validation

MSU and Africa Lead staff are working to populate the database. The regional offices continue to contribute to the effort by providing leads and information to MSU staff. Searching for relevant courses and entering them into the database will remain an ongoing activity for the remainder of the project.

Upcoming Task 4 Activities

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

- *Finish fine-tuning* to improve usability of the database
- *Expand the course offerings* available in the database by doubling the number of entries
- *Begin marketing the database* by developing and following a marketing awareness plan. At a minimum, this will include linking the database to other websites, communicating its existence to a broad range of stakeholders (including all Module 1 participants), and continuing to disseminate a flyer on monthly course updates to all Points of Contact.

PERFORMANCE MONITORING PLAN (PMP)

Development of Results Framework and Preliminary Performance Indicators

Africa Lead's Results Framework and Performance Indicators - included in Appendices 1 and 2, respectively – have been developed and re-submitted to USAID after a first round of revisions, but have not yet approved.

Development of Preliminary Performance Indicator Reference Sheets for all RF Indicators

Performance Indicator Reference Sheets have been completed and are included in the PMP.

Harmonization of Africa Lead M&E system with NEPAD/CAADP performance monitoring system, including a visit with NEPAD M&E Specialist/s

This activity was completed during the first quarter when visits were made to align the NEPAD/CAADP and IFPRI/RESAKSS M&E systems with Africa Lead's system.

BENEFICIARY STORY:

Engaging Local Government to Promote CAADP

Ethiopia

Ethiopian Champion Ginjo Giya followed through on the Action Plan he developed during Africa Lead training by sharing his new knowledge about CAADP with 54 district commissioners who interact directly with local farmers across the Woreda district. He hopes to develop a closer relationship with local government officials to facilitate more cross-sectoral collaborations in the future.

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

Africa Lead submitted its PMP in February, and USAID requested revisions to the PMP in March. A revised version was submitted at the beginning of May 2011. The program is awaiting feedback from USAID.

Development of Data Collection Forms/Instruments

Instruments to capture data from Module 1 were developed during the first quarter. During this quarter, additional instruments were developed for use with participants of Task 2 Ad Hoc trainings.

Development of Automated Data Collection Database

Africa Lead finalized the development of the automated database in time for Module 1 roll out in January. Minor adjustments to accommodate data collection for Task 2 are now underway.

Training for Field Staff

In-person training of M&E field staff took place during the second quarter of project implementation. During this quarter, the M&E Manager provided data collection/entry direction and support to the regional offices through regular communication through e-mail, Skype and phone.

Data Quality Assessment (DQA)

Per the project's Year 1 work plan, a Data Quality Assessment was conducted during the third quarter. First the M&E Manager conducted a number of checks in the online database, TAMIS. Then, at the beginning of April 2011, the M&E Manager randomly selected the names of 10% of Module 1 participants in each region (at the time) and requested that all forms associated with these participants be scanned and

e-mailed to the Bethesda-based Home Office for review. The M&E Manager meticulously checked each entry – 75 pieces of data per participant (16 on the Pre-Training Survey, 31 on the Institutional Needs Assessment Survey, and 28 on the Post-Training Survey) – and recorded each error found. The overall error rate for 4,875 entries was less than 1% (0.5% overall). Results by region are listed in the table below.

Results of Africa Lead Data Quality Assessment, conducted April 2011

Region	# of Participants Checked (3 surveys per participant)	Percent of Participants Checked (as of 4/1/2011)	Percent of Participants Checked (as of 7/1/2011)	Number of Errors Found	Error Rate
East Africa	35	10%	8%	21	.8%
Southern Africa	5	10%	5%	1	.3%
West Africa	25	10%	7%	4	.2%

Upcoming Performance Monitoring and Evaluation Activities

For the coming quarter, we expect to complete the following activities with regard to Performance Monitoring and Evaluation:

- *Finish PMP.* Receive PMP feedback, make revisions, and re-submit to USAID.
- *Year 2 work plan* developed.
- *Finish development of data collection instruments.* Develop/complete data collection instruments and protocols for Module 2 and all types of Task 2 training.
- *Begin 6 month follow-up surveys of Module 1 participants.*
- *Design and conduct special mini-evaluations on topics of interest.*

OTHER, INCLUDING DONOR COLLABORATION AND COORDINATION

Not everything accomplished by Africa Lead in this quarter or last can be directly categorized within the Tasks and sub-tasks covered above. Much has to do with the participation and presentation in workshops or conferences which serve as a venue to "get the word out" about Africa Lead's initiatives and partnerships and to exchange ideas, lessons learned and views about what works and what doesn't in scaling up for food security in Africa. Africa Lead attendance in some workshops and meetings is intended to ensure cooperation and collaboration with other donor programs. Numerous meetings are held with a vast array of players and stakeholders in agriculture policy and programming to ensure that Africa Lead's work is responding to the most important challenges facing improving agriculture productivity and food security throughout Africa.

Cooperation with Other Projects and Leveraging Africa Lead

Africa Lead worked with the USAID/Ethiopia CIAS project to provide Africa Lead's experienced Champions for Change trainers and the program's unique curriculum to Ethiopian agriculture leaders as described above.

The program is also working with USAID/Mali's Integrated Initiatives for Economic Growth (IICEM) project to provide agribusiness leadership training placements that will result in technical improvements to sorghum/wheat flour consumer products.

Workshop and Conference Attendance

East Africa

During the week of May 24th, Africa Lead staff gave a program overview and update presentation at the Feed the Future meeting in Tanzania.

West Africa

In April, Africa Lead staff participated in the Cuttington University Agriculture show in Monrovia and Gbargna in Bonga County. They held meetings with USAID/Liberia, the Liberia CAADP focal person at MOA and conducted a capacity assessment of the Agriculture show. A total of 18 Liberian Champions supported the event. Africa Lead also held television and radio interviews and met with the US Ambassador, US Mission Director and Liberian President Ellen Sirleaf-Johnson. In addition, Africa Lead made presentations of the program at the following venues during this quarter:

- The Rural and Agriculture Development Donor group meeting in Bamako, Mali.
- The USAID/WA Partners meeting.

Southern Africa

Africa Lead attended the Food Security African Agriculture Summit in Cape Town on May 10-11 and the FANRPAN Partners Meeting, held at the Agriculture Research Council on June 13.

Head Office (Bethesda, Maryland)

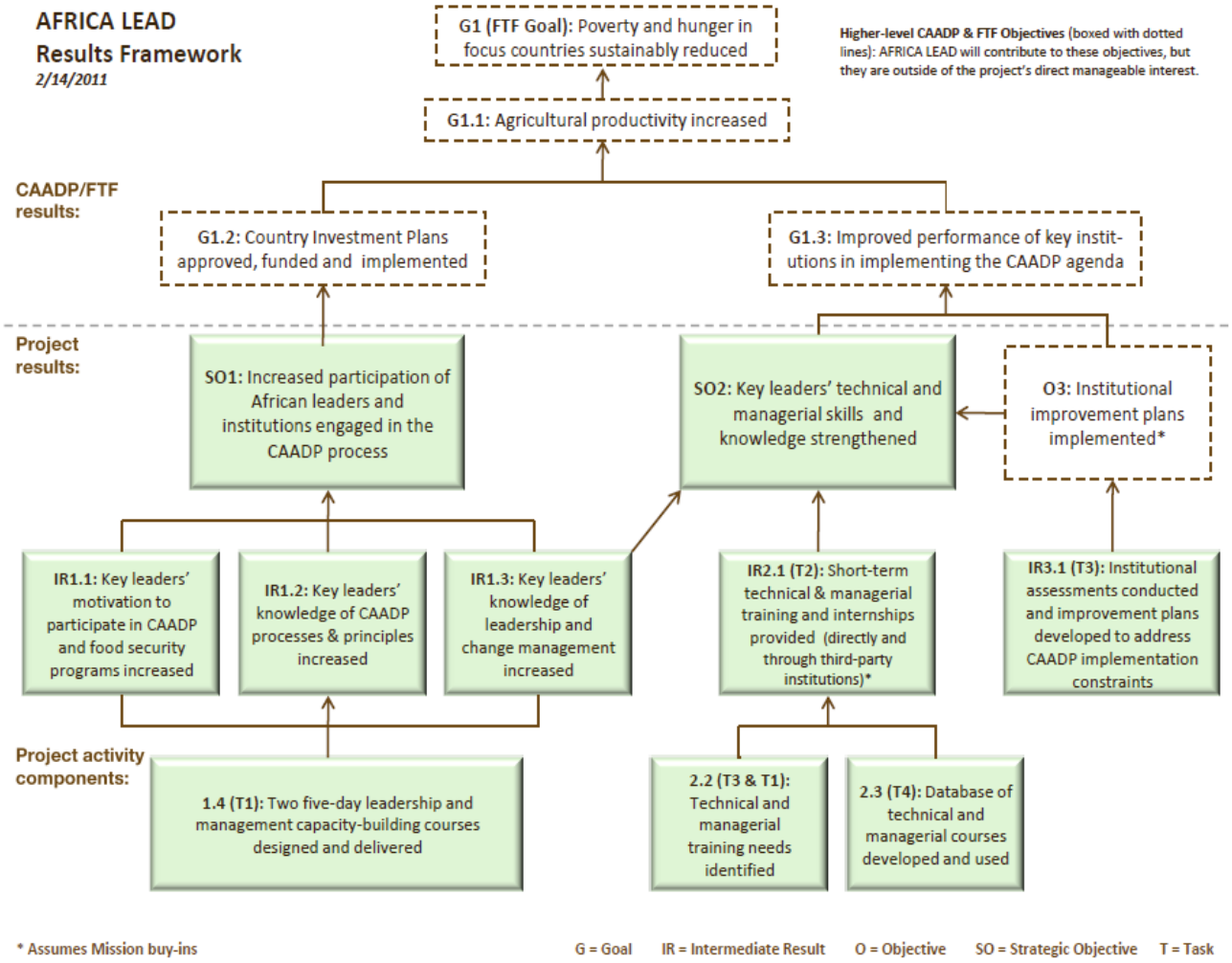
From the Home Office, the COP attended the IFPRI seminar on Agriculture Research in Africa during the week of April 4th. On April 26th, he attended the launch of the book "The New Harvest" by Kenyan Calestous Juma at the World Bank and on May 24th, the Chicago Council on Global Affairs Symposium in downtown DC.

The COP was a panel presenter in the 47th Annual Conference and 2011 Future Leaders Forum of the Association for International Agriculture and Rural Development (AIARD), entitled, "Building Capacity to Transform the Food Security Landscape," which took place in Washington DC from June 5-8, 2011. The Africa Lead COP presented on "Africa Lead: Goals and Accomplishments to Date," in Panel II: Country-led Initiatives and Investments.

Online Presence

During this quarter, Africa Lead developed the content and appearance of its website, which is now available at http://africaleadftf.org/, focusing principally on establishing an online presence for the project. In the coming quarter, the program will enhance the site to include training materials for download and sample video clips of Module 1 training sessions. A Facebook Fan Page has also been created to promote interaction amongst Module 1 training graduate. Over 100 Champions are supporting the "Champions for Change Network" page by clicking the "Like" button. Each week sees additional posts sharing information and encouragement with others in the group.

APPENDIX 1: Africa Lead RESULTS FRAMEWORK



APPENDIX 2: Africa Lead INDICATOR MATRIX

	Objectives	Indicator	Disaggregation	Method/ Source	Frequency of Collection	Reported In	Responsible Party
High Level	***G1 (FTF Goal): Poverty and hunger in focus countries sustainably reduced***	*G1.0.1 Proportion of population below $1 per day* *G1.0.2 Proportion of the population below minimum level of dietary energy consumption*	*country* *country*	*Online check of ReSAKSS website* *Online check of ReSAKSS website*	*annual* *annual*	*final report* *final report*	*M&E Manager* *M&E Manager*
	G1.1 (FTF Goal): Agricultural productivity increased	*G1.1.1 Agriculture GDP growth (%)*	*country*	*Online check of ReSAKSS website*	*annual*	*final report*	*M&E Manager*
	G1.2 (FTF Goal): Country Investment Plans approved, funded and implemented	*G1.2.1 Number of supported countries achieving target of 10% budget expenditure on agriculture* *G1.2.2 Agriculture spending in national spending (%)*	*region* *country*	*Online check of ReSAKSS website* *Online check of ReSAKSS website*	*annual* *annual*	*final report* *final report*	*M&E Manager* *M&E Manager*
	G1.3 (Africa Lead Goal): Improved performance of key institutions in implementing CAADP agenda	*G1.3.1 Number of institutions with improved capabilities in areas critcal to CAADP's success (determined by assessments)*	*region, country, sector*	*Institutional evaluations*	*TBD*	*final report*	*Institution-al Capacity Specialist, M&E Manager*
Task 1	**SO1: Increased participation of African institutions engaged in the CAADP process**	1.0.1 Number of institutions that report increased engagement in CAADP	country, region, sector, type of intervention	In-person or online surveys of trainees and institutions	6 mo – 1 yr after training	quarterly report	Regional M&E Coordinators or Institutional Capacity Specialist (collection), M&E Mana-ger (analysis)
	IR1.1: Motivation to participate in CAADP and food security programs increased	1.1.1 Percent of Task 1 trainees reporting increased motivation to participate in CAADP and food security programs (composed of 3 sub-indicators)	country, sector, sex, Module	Participant training pre- vs. post-tests	at trainings	quarterly report	Regional M&E Coordinators (collection), M&E Manager (analysis)
	IR 1.2: Knowledge of CAADP processes and principles increased	1.2.1 Percent of Task 1 trainees demonstrating increased knowledge of CAADP processes and principles (composed of 5 sub-indicators)	country, sector, sex, Module	Participant training pre- vs. post-tests	at trainings	quarterly report	Regional M&E Coordinators (collection), M&E Manager (analysis)
	IR1.3: Knowledge of leadership and change management increased	1.3.1 Percent of Task 1 trainees demonstrating increased knowledge of leadership principles and change management (composed of 4 sub-indicators) 1.3.2 Percent of Task 1 trainees reporting applying leadership and change management skills in their institutions	country, sector, sex, Module country, sector, sex, Module	Participant training pre- vs. post-tests Online survey of participants	at trainings 6 mo - 1 yr after training	quarterly report quarterly report	Regional M&E Coordinators (collection), M&E Manager (analysis) M&E Manager
	1.4 (T1): Leadership and management capacity-building courses designed and delivered	1.4.1 Number of hours of Task 1 course content designed 1.4.2 Number of Task 1 courses delivered 1.4.3 Number of trainers trained	Module region, Module region, country	Tally using training materials Tally using training records	at completion at trainings at each ToT	quarterly reports quarterly reports monthly reports	Senior Training Specialist Regional M&E Coordinators Regional Training and Insti-

							tutional Liaison Managers
		1.4.4 Number of Task 1 participants trained	country, sector, sex, Module	Tally using attendance sign-in	at trainings	weekly reports	Regional Training Logistics Coordinators
		1.4.5 Percent of Task 1 trainees reporting high quality instruction (composed of 3 sub-indicators)	country, sector, sex, Module	Participant training post-test	at trainings	quarterly reports	Regional M&E coordinators (collection) and M&E manager (analysis)
Task 2	**SO2: Key leaders' technical and managerial skills and knowledge strengthened**	2.0.1 Percentage of Task 2 trainees demonstrating increased technical and managerial skills and knowledge in their institutions	country, sector, gender, type of training	Online survey of trainees' supervisors	6 mo - 1 yr after training	quarterly report	M&E Manager
	IR2.1 (T2): Short-term technical & managerial training and internships provided	2.1.1 Number of Task 2 participants trained*	Rgion, country, sector, trainee sex	Tally using finance reports	ongoing	monthly reports	Regional Logistics Coordinators (collection and verification), M&E Manager (analysis)
		2.1.2 Number of Task 2 training hours received*	country, sector, trainee sex	Verification with participants and/or supervisors	after trainings	monthly reports	Regional M&E Coordinators (collection), M&E Manager (analysis)
		2.1.3 Number of internship days worked*	country, sector, trainee sex	Verification with participants and/or supervisors	after trainings	monthly reports	Regional M&E Coordinators (collection), M&E Manager (analysis)
		2.1.4 Percent of Task 2 trainees reporting high quality instruction	country, sector, trainee sex	Participant Post-survey	within 2 mos. of training	quarterly report	M&E Manager
1 & 3	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 using assessment reports	at time of assessment	quarterly reports	M&E Manager
Task 4	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 using database	monthly	monthly reports	Course Database Manager
		2.3.2 Number of institutions included in database	country, type	Tally using database	monthly	monthly reports	Course Database Manager
		2.3.3 Number of hits to web-based database per month	country	Tally using Google Analytics	monthly	monthly reports	Course Database Manager
Task 3	***O3: Institutional improvement plans implemented***	*3.0.1 Number of institutions implementing recommended improvement plan actions**	*country, sector*	*Online survey of institutional leaders + special studies*	*after 1 year*	*final report*	*Institutional Capacity Specialist*
	IR3.1 (T3): Institutional Improvement Plans develop-ed to address CAADP implementation constraints	3.1.1 Number of institutions undergoing capacity/competency assessments as a result of USG assistance (F)	country/ region, sector	Tally using institutional assessment reports	ongoing	monthly reports	Institutional Capacity Specialist

* = provided resources (*italics*) = not within project's manageable interest

Special studies may include focus groups, interviews, and other rapid assessment methods.