

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 JULY – SEPTEMBER 2011 (FOURTH QUARTER OF PROJECT IMPLEMENTATION)



Ugandan CAADP Champions for Change

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DISCLAIMER

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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	Development Alternative Incorporated, 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), ECIAfrica 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.

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 fourth quarterly performance report of the program, 12 months into program start up and implementation, and focuses on progress towards deliverables identified in the Africa Lead Year I Work Plan.

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OVERVIEW

Supporting the growing network of Champions for Change for Food Security is one of the main aims of Africa Lead. Knowing how the leadership training has affected Champion's work and ability to make a difference is of great interest to the program. By August 2011, Africa Lead had trained a critical number of graduates as Champions for Change, and sufficient time – 6 months – had passed for them to use the skills and knowledge from training and to implement the individual action plans conducted during training. Thus the program began administering follow-up surveys on the continuing impact of the training on participants' work. Online surveys were sent 261 graduates who took the course in January or February, having 6 months to utilize their new knowledge. Of note is the very high response rate to the emailed questionnaire, 48 percent; being substantially higher than normal response rates, this gives an indication of the appreciation for the training that has been consistently expressed in immediate post training surveys. Among the results from the survey is the importance and usefulness the respondents gave to the training in leadership skills and strategic planning, both of which Champions stated they had put into practice in their positions.

This quarter also saw the launching of the Africa Lead-supported Non-State Actor (NSA) "CAADP Dialogue Platform" Workshops, led by the CAADP NSA Task Team, composed in the CAADP meetings in Yaoundé, Cameroon in March of this year. The two workshops held in Southern Africa received very positive feedback.

An overview of progress towards program objectives is presented below. Task 1 work has involved substantial consultation and effort in developing tailored Module 1 and Module 2 curricula to the specific needs of senior Ministry of Agriculture staff and country teams mandated with implementing National Agriculture Investment Programs and ensuring adherence to the principles of CAADP. Africa Lead has designed an abbreviated 1-day version of Module 1 Champions for Change training for ministers and permanent secretaries, a suggestion that originated with the very first cohort of participants in Champions for Change training.

The network of Champions for Change continues to grow and with it interaction on the Champions for Change Facebook site. The Liberian Champions for Change have formed themselves into a formal group called 'Champions of Change for Food Security' complete with a chairwoman and a secretariat. They have held meetings to continue to foster the plans developed during their training. The Ugandan Champions have also formed their own group and set up their own Facebook site to strengthen networking.

Task 2 partnerships continue to be developed with IFPRI and WFP for specialized training, but other Task 2 training is already taking place, including on fertilizer policy (IFDC, Nairobi), as well as veterinary epidemiology and transboundary diseases (UDSA, Colorado and New York). Africa Lead has made progress on agribusiness secondments/internships under the Agribusiness Leadership Program by pursuing potential opportunities with over a dozen African businesses. Three Liberians involved in preparing the 2012 Cuttington University Agriculture Show have already taken advantage of the first internship experience by attending an agriculture show internship with the Agricultural Society of Kenya.

Africa Lead completed its initial nine capacity assessments (Task 3) during this quarter, as requested by USAID missions, of CILSS, CORAF, 4 institutions under ECOWAS, Tanzania Horticultural Association, Tanzania's TAFSIP and Ghana's METASIP. The latter two assessments entailed institutional mapping of

BENEFICIARY STORY: Nigeria

**Inspiring Entrepreneurship
among Women Farmers**

Monday Itoghor empowers Nigerian Women to create 50 agriculture co-ops that will increase community income

After attending Africa Lead training, Monday Itoghor pledged to spread the word about CAADP. As Executive Director of the Nigerian nonprofit Environmental and Rural Mediation Center, Mr. Itoghor immediately trained his colleagues on CAADP and incorporated the training experience and skills acquired into the regular empowerment meetings that the organization conducts in several poor, rural villages. In addition, Mr. Itoghor and colleagues held a consultation workshop to educate 40 female smallholder farmers in Warri, Nigeria about CAADP and food security and inspire them to make a difference in their communities.

As a result, these women have created 50 Cooperative Societies in 10 communities across Delta State, which now incorporate about 1000 local farmers. By pooling their resources, Mr. Itoghor expects the farmers to be able to produce more and the consumers to benefit from more reasonable food prices by eliminating the middle man.

the set of key institutions involved in implementation of each country's NAIP, and reviewing missions and capacity gaps of those institutions. An assessment of South African resource institutions is ongoing.

Finally, during this quarter Africa Lead ramped up its marketing efforts of the 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.africleadftf.org). Monthly updates on upcoming short courses are provided to USAID missions and other potentially interested parties.

A summary of progress toward results is detailed in the Indicator Tracking Table in Appendix 2.

PROGRESS TOWARDS RESULTS

TASK I: 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 I 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 I is to raise awareness of CAADP's principles, processes and goals.

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

Activity 1.1.1: Curriculum development

Africa Lead developed the 40-hour Module I Champions for Change curriculum in the first quarter of the project. The training material – including Trainer Guides, Participant Manuals and presentation slides – were translated into French and Portuguese, with the French having been used in classroom settings.

During the fourth quarter, the program placed abbreviated, downloadable versions of the trainer's guide and participant manual onto the Africa Lead website (www.africleadftf.org/curriculum/), with the goal of facilitating the use of training material for subsequent cascade training provided by graduates of the Champions for Change program or others. Africa Lead also hired a video editing firm to create a short video clip of each of 10 Module I sessions to display on the website to elicit interest from non-participants and help give them a sense of the training. In addition, previously filmed Trainings of Trainers (TOTs) on facilitation skills and Module I content are being condensed to produce a Module I TOT cascade training video, which will be completed during the fifth quarter.

Unique demands from USAID/Uganda inspired two modified versions of the Module I curriculum. For trainings of Uganda Champions in September, East African facilitators included additional information on nutrition and an analysis of Uganda's nutrition policy. Due to the interest in engaging high-level government officials, many of whom are new to their posts, USAID/Uganda requested a shortened, one-day version of Module I, which was developed during this quarter and will be offered in the following one.

Participants Trained to Date (Jan – Sept 2011) by Country	
Angola	1
Botswana	12
Burkina Faso	2
Burundi	11
DRC	2
Ethiopia	114
Ghana	100
Guinea	2
Guinea-Bissau	2
Kenya	124
Lesotho	13
Liberia	100
Madagascar	1
Malawi	21
Mali	38
Mozambique	12
Namibia	11
Niger	3
Nigeria	58
Rwanda	35
Senegal	68
South Africa	16
Sudan	1
Swaziland	11
Tanzania	100
Togo	2
Uganda	121
Zambia	36
Total	1,017

Activity 1.1.2: Identification and Training of Trainers

Africa Lead held one TOT related to Module I this quarter to train 5 facilitators (3 women) from Southern Africa in anticipation of additional Module I offerings Zambia and Zimbabwe. Together with 3 other TOTs related to other program activities, Africa Lead trained 28 African nationals (12 women) this quarter.

Nine of the 28 trainers trained this quarter had participated in previous Africa Lead TOTs on different topics/courses, but the rest had never before facilitated for Africa Lead. Five of the new facilitators hail from Southern Africa, where no previous TOTs had been conducted. To date the program has trained 54 individuals as facilitators (25 women).

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

This quarter Africa Lead delivered 4 Module I trainings to a total of 137 mid- to senior-level professionals from 15 countries. The cumulative number of Module I “Champions” now exceeds one thousand (1,017). Participants come from over 28 countries and 600 institutions; one third work in civil society, 37% in government, 16% in the private sector, and 14% in universities, schools, or research institutions. 21% of participants work for an organization with a regional focus. Just over half of participants had been involved in CAADP through a Country or Regional Working Group, and 42% participated in designing or writing their country’s Country Investment Plan or Compact. Over one third had designed a CAADP project or program.

Module I 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 in the Post Zambia, the New Vision Uganda news website, the Independent (Uganda) website, the FANRPAN website, and in the newsletter of the Faculty of Natural and Agricultural Sciences of the University of Pretoria. A Kenyan Champion was featured on both a national radio program and on television talking about food security in Swahili.

Course evaluations have continued to show the overwhelmingly positive 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. 82-88% report increased knowledge after training on strategic thinking, leadership, and team building. One hundred percent of trainees reported increased desire to participate in CAADP after receiving training, 97% increased their knowledge of CAADP (with 43% reporting large increases), and 90% report they will implement their personal action plans developed during training. 100% of participants reported that they will use the leadership and change management tools received during training at their jobs; 84% will use the tools to a large extent. 91-99% 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.

East Africa

Between July and September 2011, the East Africa regional office held 2 trainings for 92 Ugandan participants (38% women), for a total of 516 people trained in the region since January 2011. The Ugandan trainings differed slightly from other Module I trainings, per the request of USAID/Uganda, as they contained additional information on nutrition and a focus on Uganda’s nutrition strategy. At the Launch of the Uganda CAADP/DSIP Champions (U CAN), held in Kampala, the Minister of State for Agriculture,

Animal Industry and Fisheries/Animal Industry, Hon LT Col Bright Rwamirama, attended signaling the political importance of these trainings for Uganda and CAADP. He gave an inspiring speech saying “As certified Champions, you are now armed for the battle to promote the attainment of secure food and nutritional status for the people of Uganda. Deliver results. We expect you to make a positive difference”. The Uganda Champions immediately formed their own network/working group, created their own Facebook page, and authored their own plan for following up on individual action plans, holding regular meetings, drafting a network constitution and supporting the implementation of the CAADP agenda in Uganda.

West Africa

The West Africa regional office held one Module 1 training of 16 French-speaking participants (all men). Held in Dakar, Senegal, the workshop targeted CAADP focal points from 15 ECOWAS countries, including 4 West African countries never before represented in Africa Lead trainings – Burkina Faso, Guinea, Guinea-Bissau, and Niger. This particular subset of people was identified to help equip West African CAADP leaders with the change management skills they need to further the food security agendas in their respective countries. To date 359 West African Champions have been trained.

Southern Africa

This quarter, the Southern Africa office trained 29 participants (45% women) from 7 countries – Botswana, Lesotho, Mozambique, Namibia, South Africa, Swaziland, and Zambia. The University of Pretoria conducted this training, as the ones before it, utilizing a specialized curriculum with added emphasis on technical elements of food security, in which the University has unique expertise. Since March 2011, the office has trained a total of 126 Champions.

6 Month Follow-up Survey Results

During the fourth quarter, Africa Lead administered its first round of 6-month follow-up surveys to Champions who attended Module 1 training in January or February of this year. 261 East and West African participants were sent an e-mail with a link to an online survey using the popular Survey Monkey tool. Given that online survey response rates are often low, Africa Lead was pleased to have 125 complete responses (48%) as of September 30, 2011. During the coming quarter, links to the online survey will be sent to Champions that attended training between March and May.

Follow-up surveys demonstrate the incredible motivation and post-training efforts of graduates of the CAADP Champions for Change course. Of the 125 Module 1 participants who responded, 65% reported increased involvement in at least one area of CAADP (involvement in a CAADP country team or working group, designing or writing a Country Implementation Plan or Compact, or designing or implementing a CAADP project or program) when compared with their pre-training survey responses. 85% reported follow-up on their action plans developed during training, and most were still in the process of implementing it. 88% reported having collaborated with other Champions after training. All respondents said they have used the leadership and change management tools from training at their jobs. Nearly half reported giving trainings based on what they learned at Africa Lead training, most of whom used Africa Lead materials during these cascade trainings. 14 Champions estimated that the cascade trainings they gave had reached more than one hundred people, and 2 Champions estimated they had reached over 1,000 people in their post-training TOT efforts. 62% reported having given 1-20 presentations about

their learning from Africa Lead, again with numerous participants estimating that presentation content had reached hundreds or even thousands of people.

Clearly, the Module 1 training was a unique and highly motivating experience. Over half of respondents said that, compared to other trainings they've attended in the past, Africa Lead's CAADP Champions for Change course was far above average; 86% said they are using the information from training more than other courses they've attended. Based on responses regarding the degree to which participants have used specific skills or knowledge from training in their work, the most beneficial training topics appear to be strategic thinking (99% rated that they have applied the skills in a moderate or very significant way) and leadership (95%).

Providing Continuing Support for Module 1 Participants

In addition to the online support provided to Champions through regular project update emails and the online resources and Facebook forum, which are described in other sections of this report, Africa Lead is offering additional resources on food security to previous participants. The program is providing *The New Harvest*, a new book by Harvard professor Dr. Calestous Juma, to CAADP Champions of Change training graduates. Study guides, online forums, and opportunities for face-to-face discussions will also be provided to Champions in order to promote interaction with the material and help reinforce a network of women and men who embody the spirit and culture of innovation lauded in the book.

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 28 African trainers have also received one-on-one coaching from Washington-based Master Trainers during the 4 TOT sessions mentioned above.

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

Module 2 targets two sets of participants: 1) previous beneficiaries from Module 1 who have shown strong leadership aptitude, alignment with the CAADP and FTF approaches, and have been identified by USAID missions and CAADP Country/regional teams as food security champions likely to benefit from

BENEFICIARY STORY: Tanzania

Building Cross-Sectoral Collaboration

Revelian Ngaiza spearheaded a public sector initiative to create a team that will harmonize Tanzania's agriculture investment strategies across sectors

In the In the Tanzanian Ministry of Agriculture, Food Security, Cooperatives and Water, a promising idea – to form a Strategic Advisory Team (SAT) comprised of members from both the private and public sectors to advise the government on ways to increase private sector investment – was about to be abandoned. Then Revelian Ngaiza, an Agricultural Economist with the Ministry, was selected to attend Africa Lead's CAADP Champions for Change training, where he developed an Action Plan to make SAT a reality.

Following through on his commitment, Revelian spent months meeting with key personnel in lead ministries, private companies, and universities to convince them of the potential benefits of SAT. Many responded positively and joined Revelian's efforts. As a result, SAT will be officially inaugurated next month. It will be a forum for public and private partners and decision makers to dialogue and give recommendations on agricultural investment in order to enhance food security.

deepening their knowledge and further developing skill sets for leading change; and 2) CAADP focal points, country teams and key individuals involved in implementing programs of the National Agriculture Investment Plans (NAIPs) and overseeing the implementation process.

Activity 1.2.1: Curriculum Development for Module 2

Africa Lead developed the majority of a three-day Module 2 curriculum during the fourth quarter. After a lengthy process of consultations with stakeholders, consensus was reached on the goals for Module 2, which include identifying and developing strategic coordination mechanisms for CAADP and NAIPs/RAIPs, project and program design and management, and monitoring and evaluation methodologies. The customizable three to four day program involves three hours of concurrent sessions; countries and participants can select among five distinct sessions: Project Design and Managing for Results, Stakeholder Participation and Coordination, Funding and Financial Management, Managing the Donor-Recipient Relationship, and Managing People to Achieve Results. Some material from the Center for Development Excellence course on USAID procurement and policies has been incorporated into Module 2 design.

In addition, Africa Lead put out a call for proposals for curriculum design assistance in the Rapid Results Approach, which utilizes action planning tools and coaching to get initial concrete results from longer term work plan or action plan within 100 days, thereby providing further motivation for continued success and progress in program implementation. This Rapid Results Approach will be core to actualizing the Module 2 training.

At the request of USAID/Tanzania, and in support of the USAID FORWARD localization initiative, Africa Lead developed a modified version of Module 2 to build the capacity of Tanzanian institutions to directly receive and manage US government funds for USAID-funded agriculture development projects. This curriculum, which will be offered to 40 individuals, representing USAID/Tanzania implementing partners, during the project's 5th quarter, includes additional information on financial management, procurement, and USAID and FTF policies and procedures.

Activity 1.2.2: Identification and Training of Trainers in New Material

Eleven facilitators-in-training (4 women) participated in a 3-day "Facilitator Dialogue" on Module 2, held in Accra, Ghana. Despite the fact that curriculum development for Module 2 is still undergoing slight modifications and addition, the session allowed Washington-based Master Trainers/Curriculum Developers an opportunity to test the activities and content, as well as provide training to a cohort of trainers.

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

Africa Lead had expected to roll out Module 2 trainings in East and West Africa during the fourth quarter, however modifications resulting from continued consultations with numerous stakeholders have postponed roll out until the fifth quarter. Africa Lead expected Module 2 to be subjected to a much more lengthy consultation process than was the case with the more standardized Module 1.

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:*
 - *Finish preparations for a one-day, high-level Executive Module 1 course for Uganda officials and deliver the training*
 - *Train 60 Zambians in 3 in-country sessions*
 - *Hold at least 2 additional Module 1 courses in West Africa, one in Nigeria and the other in Senegal*
- *Launch Module 2 trainings in East and West Africa:*
 - *Finish the design for a Module 2 offering in Tanzania, meant to complement efforts under the FORWARD initiative , to train 40 individuals in USAID contracts and procedures in addition to the CAADP/TAFSIP food security project design*
 - *Train 30 Module 2 participants in Ghana*
 - *Train 30 Module 2 participants in Nigeria*

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

This quarter marked Africa Lead's first hosted internships, first requests for training based on short courses in the project's database, and the growth of Task 2 service provision, both by providing for the logistics of participants attending ad hoc training courses and in organizing and facilitating various conferences and meetings.

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 1,017 participants have been provided the Champions for Change leadership training across the continent. Africa Lead assisted each participant through a nomination process and provided them with airfare, accommodations, and board during their stay at the five-day training.

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; in fact, one-fourth of CAADP Champions for Change who attended training in January or February of this year and responded to the 6-month follow-up survey reported that they are now a member of their country's CAADP Country Team. 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, in addition to 3 lecturers from the University of Pretoria, South Africa, now has a cadre of 54 experienced trainers (25 women) identified from which Africa Lead will select a subset for Task 1 Module 2 training and conference and workshop facilitation as requested. The program is especially proud of the fact that the trainers who have conducted virtually all the Champions for Change training are Africans.

As reported under Task 1, Module 1 above, many Champions for Change training graduates have taken it upon themselves to pass on their learning and utilize training materials to make presentations or conduct cascade trainings. To further these efforts and make training content available beyond those who have been sponsored to attend training, Africa Lead is preparing an abbreviated video of the TOT sessions on facilitation skills and Module 1.

Activity 2.5: Identifying and supporting short courses and internships

Existing short courses and internships are currently being identified by Michigan State University, the regional field offices, and Washington-based staff. 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*

Training partnerships are in various stages of development, as detailed below.

Agribusiness Leadership Program

This is a program that is designed to match private sector hosts from more technically advanced companies with participants (“interns”) from enterprises that need skills upgrades to achieve their potential and, in some cases, to more effectively supply firms and create sustainable partnerships along the value chain.

Agriculture Society of Kenya (ASK)/Agriculture Show Internship. Three Liberians on the planning committee for next year’s Cuttington Agriculture Show were funded to attend an 11-day internship in Nairobi, Kenya with ASK. The objective was to enhance their skills and capabilities to improve the performance and effectiveness of the 2012 Cuttington agriculture show and other shows to be organized in the near future in the country. The Agriculture Society of Kenya (ASK) organizers provided opportunities to improve their administrative and technical skills on the job as well as meetings with committee chairs, Government of Kenya, local universities and the private sector. The role of agriculture fairs in expanding knowledge and innovation of relevance to improved productivity is very important and it is critical that Cuttington University’s College of Agriculture along with other agriculture leaders in Liberia be able to fund increasingly sophisticated shows that will be central to technology transfer and market development.

The following possible host companies have also been identified:

- *Hershey’s.* Africa Lead has been in communication with Hershey’s for a number of months and this quarter submitted an MOU. There are two types of internships being proposed: 1) procurement/logistics, which Hershey’s already does with MBAs during the summer; and 2) internships of a technical nature, which Hershey’s has not done before. Africa Lead has identified very promising candidates for this internship.
- *Agrifica* is a South African based organization that provides a forum to expand the reach of South African agricultural technology, know-how, research and farming skills across the continent by brokering partnerships on behalf of its clients. Africa Lead is currently working with Agrifica on a tour of South African agribusiness people to visit potential business partners and opportunities in Kenya.
- *Ceres Juice Company*, and its parent company, *Pioneer Foods*, are discussing with Africa Lead participating in the program in areas that coincide with their corporate expansion strategy. Africa Lead has presented an array of potential interns in East Africa for their consideration.

BENEFICIARY STORY: Mozambique

Moving Mozambique's CAADP Process Forward

Anina Manghanhele and fellow Mozambican Champions have worked hard to bring the country close to signing its CAADP Compact

After hearing great things about the Champions for Change course from a fellow Mozambican Champion, Anina Manghanhele inquired how she also could benefit from training. Being a CAADP National Group member and Food Security Team Leader for CAADP, she wanted tools and knowledge to help her be effective in these new positions.

Since taking the course in June 2011, Anina has assumed additional leadership roles in consultations and facilitation to advance the CAADP agenda. She has taken a lead in conducting stakeholder consultation meetings, in addition to developing the guiding document for stakeholder engagement and training the National Group on the methodology. As a part of the technical working group, she participated in writing the first CAADP Compact draft and worked with NEPAD representative peer reviewers to incorporate their feedback.

Anina credits Africa Lead with giving her the confidence and skills to hold effective consultations. She believes that Africa Lead has also helped speed up the CAADP process in her country by creating a sense of urgency and a deeper commitment, starting first with her and three other Africa Lead Champions who are also members of Mozambique's National Group. Mozambique is now preparing to sign its Compact and will then begin consultations to develop the country's National Agriculture Investment Plan.

- *Johannesburg Stock Exchange (JSE)* has been approached about potentially hosting East African interested in learning about hedging future pricing for agriculture commodities.
- *IICEM*. Africa Lead has sought to 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.
- *Southern Africa Trade Hub (SATH) project*. Africa Lead is coordinating with SATH, which is working with large agribusiness concerns and commodity associations that could be potential hosts, and with SATH's partners, including the Agriculture Business Chamber.
- *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)
 - South Africa's Agriculture Research Council (ARC) (food safety testing)
 - Pick N Pay (local sourcing of horticulture products outside South Africa)
 - Mars
 - Global Development Alliance at DAI (22 US-based international companies, including Chevron, Global Cold Chain, and Coca-Cola)
 - Novis
 - Chicago Merck
 - South Africa Commodity Exchange Network

WFP Partnership for Training and Capacity Building

This partnership will focus on supply chain management and food security assessments.

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

This partnership will support the training and capacity building that IFPRI is providing to the regional Strategic Analysis and Knowledge Support Systems (ReSAKSS) "nodes" in East, West and Southern Africa to country Strategic Analysis and Knowledge Support Systems (SAKSS).

This quarter, Africa Lead worked 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. Decision on how Africa Lead will approach this partnership is pending with USAID.

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, which includes FANRPAN, PANAAC, ActionAid Africa and other groups.

During this quarter, Africa Lead made great progress on the NSA workshops, by working with the NSA Task Team to develop the 3-day curriculum, create participant and facilitator manuals, and conduct two 2-day TOTs – one for 17 West Africans (8 women) and the other for 12 East African (5 women) and 5 Southern African (3 women) facilitators. Planned workshops in Ghana, Liberia, and Senegal were postponed for various reasons, but two workshops were held, both in the Southern region. Zimbabwe's NSA workshop had 31 participants (29% women) and Zambia's had 34 (41% women).

NSA participants' post-workshop survey results show that the trainings in Zambia and Zimbabwe achieved their objective of orienting and mobilizing NSA representatives to the CAADP process in their respective country. The workshops should contribute to increased CAADP-related activity among NSAs; 84% said they will contribute to implementing the action plan that the group created during the workshop. In fact, nearly all participants (greater than 95% in all cases) rated the workshop as good or excellent in all four of the following categories: helping to promote the interests of NSAs in CAADP, increasing communication and collaboration between NSAs, increasing NSA capacity for CAADP advocacy and involvement, and aiding participants in working with their own organizations. 72% said their knowledge of CAADP increased "a lot." In fact, prior to training, just 17% of participants rated themselves as having extensive understanding of CAADP, and 30% said they did not understand it at all. Afterwards, 58% claimed to have extensive understanding and no one reported having "no understanding." 100% of participants claimed to have greater motivation to participate in CAADP after training.

Partnership on Agriculture Research and Technology Training

This partnership is still to be developed, but provides 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 this quarter, Africa Lead sponsored 28 participants to attend various ad hoc trainings, including observation visits, and organized the logistics for attendance. On follow-up surveys, all participants rated the experience, their learning, and the effectiveness of the trainers as “good” or “excellent.” All but one thought the usefulness of the training content for their work was “good” or “excellent.” Fourteen said they will use the skills or training from the training at their job “a lot.”



Kenyan Jackson Kinyua (second row, third from right) with fellow trainees at the USDA Animal Disease Center, Plum Island, New York

Africa Lead sponsored participants to attend the following trainings/meetings:

- 13 participants from across the continent were sponsored to attend the 5-day Fertilizer Policy and Marketing course offered by the International Fertilizer Development Center (IFDC) in Nairobi.
- 2 USDA-selected participants from East Africa attended a course in veterinary Epidemiology at the University of Colorado.
- 1 Kenyan attended a course on International Transboundary Animal Disease at the USDA Plum Island Animal Disease Center in New York.
- 9 participants attended the 1-day Climate Smart Agriculture planning meeting in Dakar
- 2 Zambians attended the CAADP Post-Compact High-Level Business Meeting in Malawi as observers to accelerate the Zambian CAADP process.

Africa Lead aided in facilitation and general conference/meeting logistics for two meetings:

- The 4-day CAADP Development Partners Task Team meetings in Washington, DC
- The 1-day Climate Smart Agriculture planning meeting in Dakar, Senegal on Friday, August 26th

Upcoming Task 2 Activities

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

- *Continue development of partnerships and pair beneficiaries with hosts: WFP, IFPRI, Agriculture Research and Technology institutions, and Agribusinesses*

- *Hold Non-State Actor Platform Dialogue meetings* in Ghana/Accra, Ghana/Tamale, Ethiopia, Kenya, Mali, Rwanda, Senegal, Tanzania, and Uganda
- *Provide logistical and/or facilitation support* for the following meetings and conferences:
 - Feed the Future Monitoring & Evaluation meeting in Tanzania, October 17-20, 2011
 - GROW Africa Forum of high-level delegations from 6 countries, to be held in Tanzania in November
 - CAADP Partnership Platform Business Meeting in Dar Es Salaam, Tanzania in November
 - Tanzania CAADP/TAFSIP business meetings in November
 - Climate Smart Agriculture meeting in Dakar, Senegal, October 31 –November 3, 2011
 - Climate Smart Agriculture meetings in Nairobi, Kenya, October 23-28, 2011
- *Facilitate logistics* for participants to attend trainings, conferences, or internships
 - Send 3 Liberian professionals to a twinning arrangement at the FAGRO and AGRIFA Agriculture Shows in Ghana
 - Send 2 East African participants nominated by RUFORUM to the Agricultural Research Counsel training in proposal writing in South Africa
 - Send 2 Zambians and 8 Ugandans to the Climate Smart conference in Nairobi
 - Send approximately 3 Zambian observers to Tanzania’s business meeting for their CAADP NAIP
 - Send 7 people, including 2 speakers, to the Agriculture Productivity conference organized by IFPRI in Ethiopia
 - Place at least 1 intern with a South African host

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

Institutional capacity needs assessments conducted by Africa Lead 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. The approach addresses gaps in 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.

This quarter Africa Lead finalized reports for several assessments conducted during the third quarter, including the Ghana METASIP steering committee, the Tanzania TAFSIP task force, CILSS, CORAF, and the Cuttington Agriculture Show. The program also undertook desk research and field visits for an assessment of 8 South African resource institutions and completed an assessment of the Tanzania Horticultural Association. In total during the program's first year, including the 8 Southern African institutions and the 4 institutions that were part of the previously-submitted ECOWAS report, Africa Lead has completed or initiated assessments of 18 total institutions.

In addition, three studies were conducted – a “lessons learned review of NAIP assessment methodologies used, a review of all capacity needs identified across the assessments completed to date, and a synthesis of capacity needs for Uganda’s Ministry of Agriculture (MAAIF). 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

This activity originally referred to a desk study of overall capacity needs of African institution that was completed during the first quarter. However, this quarter two additional desk studies were conducted, as well as a “lessons learned” review. This review of the NAIP assessment methodology used in Ghana and Tanzania was conducted by bringing together the lead consultants on each of these assessments to refine the methodology based on the analysis of application experience. Alterations to the methodology have been documented, and overall impressions of some of the challenges and opportunities faced were shared with the Development Partners Task Team at their September meeting in Washington, DC.

An analysis of training needs across reports was also produced this quarter. The program’s Institutional Development Specialist conducted the analysis by noting the level of frequency that certain needs are mentioned in the reports, with the goal of finding high-impact areas for training that would be beneficial for multiple organizations.

At the request of USAID/Uganda, Africa Lead compiled a list of capacity building training/assistance recommendations for Uganda’s Ministry of Agriculture, Animal Industries and Fisheries (MAAIF), based on four previous assessment reports. The synthesis report was submitted in September.

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 questionnaires administered at the Module I leadership training. The information gleaned from these surveys has laid the groundwork for institutional capacity assessments and the de-

velopment of Module 2. Technical and managerial training needs have been identified for a total of 571 unique institutions – from assessments of 18 institutions and reports from 553 additional institutions of I Module participants.

Activity 3.3: Conduct individual institutional assessments for key regional organizations

During this quarter, Africa Lead finalized reports for four assessments conducted during the third quarter, including two key regional institutions in West Africa and two National Agricultural Investment Plan (NAIP) processes, which were described in the last quarterly report.

(1) Assessments of key West Africa regional institutions finalized this quarter

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

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

(2) NAIP Assessments finalized this quarter

The Tanzania Agriculture and Food Security Investment Plan (TAFSIP)

The Ghana Medium Term Agriculture Investment Plan (METASIP)

Assessment of the Tanzania Horticultural Association

The Tanzania Horticultural Association (TAHA) is a membership organization of floral, vegetable, fruit, seed and cutting exporters. Africa Lead was part of a team that assessed the association's capacity to carry out its goals and created recommendations for capacity building, in addition to producing a value chain analysis of horticulture in Tanzania.

Africa Lead provided a horticulture expert and an experienced USAID project implementer, West Africa Training Manager, John Azu, to a team conducting an assessment of various USAID/Tanzania horticulture implementing partners. Dr. Azu conducted an assessment of the technical and financial management and reporting capabilities of TAHA, determining that it was an agency with the requisite technical and financial capacities and systems to contribute effectively to USAID/Tanzania agriculture and food security programming and goals.

Assessment of South African Research Institutions

This assessment includes desk research and in-person interviews of faculty and staff of eight major institutions in South Africa, which have been identified as offering expertise and/or facilities that could be of value elsewhere in Africa. The purpose of the assessment is to catalog those potential offerings. While data collection and compilation of findings into a final report has been delayed due to the extended vacancy of the regional Institutional Liaison Manager, the Southern Africa team has completed data gathering for Stellenbosch University, University of Witwatersrand, University of Pretoria, and Agricultural Research Council (ARC); and has conducted extensive but as yet incomplete research on University of the Free State, University of KwaZulu-Natal, University of South Africa (UNISA), , and Animal Feed Manufacturers Association.

Upcoming Task 3 Activities

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

- *Finish and submit the report on South African resource institutions.*
- *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 Ghana, Nigeria, and Kenya.
- *Conduct additional assessments of regional agricultural institutions.* In East Africa, an assessment of the East Africa Community (EAC) is planned for November. Preparatory discussions are underway to clarify goals for the February 2012 assessment of the agricultural programs under Common Market for Eastern and Southern Africa (COMESA).
- *Continue to work with various USAID missions to clarify capacity assessment needs.*

BENEFICIARY STORY: Ghana

Helping Farmers Hold Government Accountable

Dr. King David Amoah brought together local farmers with District Directors of Agriculture to improve trust and awareness of public services and citizens' rights

As president of the Ghana Federation of Agricultural Producers, King David Amoah works to empower small holder farmers across his country. While attending Africa Lead's CAADP Champions for Change training, he was challenged and inspired to develop "outside-the-box" ideas for a workshop that would have real local impact.

So in June, Dr. Amoah brought together representatives from 30 farmer-based organizations, plus their District Directors of the Ministry of Agriculture, for a 4-day residential training to educate farmers on the local services available to them, such as subsidized tractor rentals. Participants used Africa Lead training materials to explore national agriculture policies and learned how ordinary citizens can track public budget cycles to keep government accountable for its promises. Participants pledged to pass on their learning in their organizations and communities after returning home.

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 is available publicly at the following URL: <http://africalead.vudat.msu.edu/>. Minor revisions have been made to data entry fields and titles, with the addition of a Google Analytics reporting tool and an explanatory introduction page for first-time visitors.

Prior to this quarter, the program marketed the database primarily through its monthly newsletter to Points of Contact. Beginning this quarter, Africa Lead began compiling lists of names of individuals with an interest in African agriculture. Marketing emails were sent to over 300 such individuals this quarter, which resulted in visits from 627 unique visitors around the world and 4,266 page views. These marketing efforts have resulted in over a dozen requests for additional information and plans to send three East Africans in the coming months to one of the courses in the database.

Activity 4.2: Data review, entry and validation

MSU and Africa Lead staff continue to populate the database, which now has 375 published courses from 83 different institutions. 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:

- *Add additional features* to improve usability of the database, including a monthly calendar and a resource section.
- *Improve and fine-tune current features* to automate entry of repeat offerings and improve tagging.
- *Continue to expand the course offerings* available in the database by adding additional courses, with a target of 350 total courses from 100 institutions.
- *Further market the database* by continuing to actively promote awareness of the database, with a target of 750 hits for the quarter. Marketing efforts will include "advertising" the database through email communications to a broad range of stakeholders (including all Module I 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.

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

Development of Data Collection Forms/Instruments

Instruments to capture data from Module 1 and Task 2 trainings were developed in previous quarters. During this quarter, additional instruments were developed for use with participants in internships and NSA workshops. In addition, Africa Lead began to use an online survey tool called Survey Monkey and has developed and used four online surveys: 1) a six-month follow-up survey for Module 1 Champions, 2) an identical survey for French speakers, 3) a post-training survey for participants attending Task 2 trainings, and 4) a post-internship survey for those participating in Task 2 internships.

Development of Automated Data Collection Database

During this quarter, Africa Lead made adjustments to its automated database to accommodate data collection for project activities beyond Module 1, including Task 2 trainings and internships, NSA workshops, and a system for tracking all communication with project beneficiaries regarding their activities and success stories after training.

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)

A Data Quality Assessment for Module 1 participants was conducted during the previous (third) quarter.

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 supplementary instruments for specialized Task 2 trainings.
- *Design special mini-evaluations on topics of interest,* particularly with the goal of following up on implementation of recommendations from institutional capacity assessments conducted during the program's first year.

BENEFICIARY STORY: Various

Creating Support Networks for Change in Agriculture

Champions for Change graduates create their own country-level networks to inspire African-led food security work and innovations even long after training and the Africa Lead program

For many African agriculture professionals who attend Africa Lead's powerful CAADP Champions for Change course, the experience is unique – motivating, challenging, inspiring, sobering. Far from being “just another training,” participants from many countries feel compelled to “keep the fire burning” by continuing to meet, discuss, create, innovate, and hold each other accountable to carry out the action plans developed during training.

For example, in Liberia, where a total of 100 Champions have been trained to date, at least 37 of those participants – some who are members of the CAADP National Steering Committee – have elected to join a national Champions for Change group, which has developed a Terms of Reference to guide its activities. Among other things, the group has facilitated a workshop on how to increase Champions' participation in the formulation and review of agriculture budgets, trained the Christian Association of Liberian Farmers on CAADP and food security and helped them win an appeal for 20 acres of land, and will soon host two national radio programs to raise awareness of CAADP in Liberia.

Another national network – the newly-created Uganda Champions for Change group, which is now just a few weeks old – has already proposed to collaborate in developing and conceptualizing innovative programs and projects for enhancing food security and conduct outreach to increase awareness about CAADP. Champions networks also exist in Malawi and Mali.

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

As mentioned previously, Africa Lead is working with USAID/Tanzania in support of the USAID FORWARD program to develop an innovative curriculum that builds the capacity of Tanzanian nationals to lead USAID-funded agriculture development projects.

Since the AUC’s institutional home for CAADP—the NEPAD Planning and Coordinating Agency (NPCA)—is based near Pretoria, the Southern Africa DCOP coordinates regularly with NPCA, including disseminating information regarding project activities in all regions to NPCA and its own capacity building partner for CAADP—the German assistance agency GIZ. The SA DCOP’s liaison function with NPCA extends to collaborating with NPCA’s other institutional partners. For example, SA DCOP supported Dalberg Associates in their Stakeholder Consultations process, for which they had been engaged by AUC/NPCA to clarify how technical expertise and information around CAADP is and/or should be handled.

Workshop and Conference Attendance

East Africa

This quarter, several staff in the East Africa regional office attended trainings that will help enrich the content and facilitation of future Africa Lead course offerings. The Training Manager attended a course on USAID regulations, policies and procurement, which was offered by the Center for Development Excellence, in order to integrate concepts and methodologies used into the modified Module 2 curriculum for Tanzanians in support of USAID FORWARD, mentioned earlier. The M&E Coordinator attended a course on M&E and shared the results with the Washington-based M&E Manager. The Deputy Chief-of-Party attended a TOT offered by the AWARD project in order to get additional ideas for future curriculum development and another workshop by ASHOKA about developing global networks.

West Africa

In order to provide continuity in support to the Ghana METASIP steering committee and avoid duplication of efforts, two Africa Lead staff participated in the GIZ-led Capacity Strengthening Workshop for the steering committee. The West Africa office also sent a representative to the Feed the Future regional M&E meeting in September.

Southern Africa

The Southern Africa Regional Deputy Chief-of-Party attended the FANRPAN Annual Regional Policy Dialogue in Swaziland in September. She also participated in meetings as an FTF implementing partner to present Africa Lead activities in the region and also share with visiting USAID/Washington staff insights from a capacity building perspective on the challenges and opportunities in pursuing regional food security and what the CAADP process can be expected to accomplish in the region.

Head Office (Bethesda, Maryland)

In September the Chief-of-Party observed the Development Partners Task Team meetings in Washington, DC, which provided a holistic view of all external support being provided to the CAADP process.

Online Presence

During the previous (third) quarter, Africa Lead developed the content and appearance of its website, which is now available at <http://africaleadftf.org/>. In the fourth quarter, the program enhanced the site to include training materials for download and had an overwhelming 1,144 unique visitors from 51 countries/territories. The program's Champions for Change Network Facebook page had a maximum of 775 *daily* feed impressions, 40 active *daily* users, and 94 monthly interactions. The page has 118 fans. Each week sees additional posts sharing information and encouragement with others in the group. Newly trained Ugandan Champions have also created their own Facebook page as well.

APPENDIX I: Africa Lead RESULTS FRAMEWORK

AFRICA LEAD
Results Framework
 2/14/2011

G1 (FTF Goal): Poverty and hunger in focus countries sustainably reduced
 G1.1: Agricultural productivity increased

Higher-Level CAADP & FTF Objectives (boxed with dotted lines): AFRICA LEAD will contribute to these objectives, but they are outside of the project's direct manageable interest.

CAADP/FTF results:

G1.2: Country Investment Plans approved, funded and implemented

G1.3: Improved performance of key institutions in implementing the CAADP agenda

Project results:

SO1: Increased participation of African leaders and institutions engaged in the CAADP process

SO2: Key leaders' technical and managerial skills and knowledge strengthened

O3: Institutional improvement plans implemented*

IR1.1: Key leaders' motivation to participate in CAADP and food security programs increased

IR1.2: Key leaders' knowledge of CAADP processes & principles increased

IR1.3: Key leaders' knowledge of leadership and change management increased

IR2.1 (T2): Short-term technical & managerial training and internships provided (directly and through third-party institutions)*

IR3.1 (T3): Institutional assessments conducted and improvement plans developed to address CAADP implementation constraints

Project activity components:

1.4 (T1): Two five-day leadership and management capacity-building courses designed and delivered

2.2 (T3 & T1): Technical and managerial training needs identified

2.3 (T4): Database of technical and managerial courses developed and used

* Assumes Mission buy-ins

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

APPENDIX 2: Africa Lead INDICATOR TRACKING SHEET

	Objectives	Indicator	Dis-aggregation	Method/ Source	Fre-quency Collect-ed	Results at end of Year 1/Q4
High Level	G1 (FTF Goal): Poverty and hunger in focus countries sustainably reduced	G1.0.1 Proportion of population below \$1 per day	country	Check of ReSAKSS website	annual	ReSAKSS website not updated since PMP/baselines: Ethiopia – 30.4%, Ghana – 25.48%, Kenya – 13.95%, Liberia – 83.6%, Malawi – 66.23% , Mali – 42.73%, Mozambique – 68.1%, Nigeria – 93.7%; Rwanda – 76.6%, Senegal – 25.26%, Tanzania – 88.5%, Uganda – 45.81%, Zambia – 64.88%
		G1.0.2 Proportion of the population below minimum level of dietary energy consumption	country	Check of ReSAKSS website	annual	ReSAKSS website not updated since PMP/baselines: Ethiopia – 38.3%, Ghana – 9.0%, Kenya – 31.7%, Liberia – 43.1%, Malawi – 24.1% , Mali – 10.1%, Mozambique – 31.5%, Nigeria – 7.2%; Rwanda – 38.5%, Senegal – 25.4%, Tanzania – 37.2%, Uganda – 13.8%, Zambia – 46.5%
	G1.1 (FTF Goal): Agricultural productivity increased	G1.1.1 Agriculture GDP growth (%)	country	Online check of ReSAKSS website	annual	Underlined figures updated 2008 or 2009, rest not updated since PMP/ baseline: Ethiopia – <u>6%</u> , Ghana – <u>5.7%</u> , Kenya – <u>3.0%</u> , Liberia – 18.7%, Malawi – <u>8.5%</u> , Mali – 10.0%, Mozambique – <u>6.7%</u> , Nigeria – <u>-0.3%</u> , Rwanda – <u>9.6%</u> , Senegal <u>2%</u> , Tanzania – 10.6%, Uganda – <u>-1.76%</u> , Zambia – <u>-0.07%</u>
	G1.2 (FTF Goal): Country Investment Plans approved, funded and implemented	G1.2.1 Agriculture spending in national spending (%)	country	Online check of ReSAKSS website	annual	ReSAKSS website not updated since PMP/baselines: Ethiopia – 11.7%, Ghana – 10.3%, Kenya – 1.9%, Liberia – 2.3%, Malawi – 13.2%, Mali – 12.7%, Mozambique – 3.9%, Nigeria – 4.6%, Rwanda – 3.3%, Senegal – 13.9%, Tanzania – 2.4%, Uganda – 3.2%, Zambia – 4.0%
	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 critical to CAADP's success (determined by assessments)	region, country, sector	Institutional evaluations	TBD	(Data collection on this indicator to begin during Year 2)
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	67 institutions (78 of 121 respondents to the Module 1 6-month follow-up survey [65%] indicated that they had increased involvement in CAADP); Regions: East–45, West–21, South-1; Countries: Tanzania–17, Kenya–16, Ghana–10, Rwanda–8, Liberia–5, Nigeria–4, Uganda–2, Mali–1, Regional – 4 Sector: NGO – 30, Public – 17, Business – 10, Research/University - 10
	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	country, sector, sex, Module	Participant training pre- vs. post-tests	at trainings	97% for Module 1 (varies between 94%-99% by region, roughly equal by sex, sector and country)
	IR 1.2: Knowledge of CAADP processes and principles in-	1.2.1 Percent of Task 1 trainees demonstrating increased knowledge of CAADP processes and principles	country, sector,	Participant training pre- vs. post-tests	at trainings	93% for Module 1 (roughly equal by sex, sector and country)

	creased		sex, Module			
	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 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	82-88% self-report increased knowledge in the areas of strategic thinking, leadership, and team building. Before training, 30% of participants correctly answered a test question on steps for leading change; afterwards 82% did. Roughly equal by sex, sector, country. 100% for Module 1 (n=125; 48% “in a very significant way,” 42% “in a moderate way,” 10% “a little”) Roughly equal by country, sector and sex.
	1.4 (T1): Leadership and management capacity-building courses designed and delivered	1.4.1 Number of trainers trained 1.4.2 Number of Task 1 participants trained 1.4.3 Number of Task 1 courses delivered 1.4.4 Percent of Task 1 trainees reporting high quality instruction	Module country, sector, sex, Module region, country country, sector, sex, Module	TOT records Tally using attendance sign-in Training records Participant training post-test	at each ToT at trainings at trainings at trainings	This quarter: 28 (12 women) To date on project: 54 (25 women) This quarter: 137 (48 women) To date on project: 1,017 (344 women) For tally by country , see chart in section on Task 1/Module 1. Sector: NGO – 328, Public – 379, Business – 159, Research/University - 151 43 for Module 1 to date Region: East–21, West–17, South–5 Country: Ethiopia – 2, Ghana – 11, Kenya – 17, Senegal – 6, South Africa – 5, Uganda – 2 97% for Module 1 (roughly equal by country, sector, and sex)
	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	<i>(Data collection on this indicator to begin Q6 – Jan 2012)</i>
Task 2	IR2.1 (T2): Short-term technical & managerial training and internships provided	2.1.1 Number of Task 2 participants trained* 2.1.2 Number of Task 2 training hours received* 2.1.3 Number of internship days worked* 2.1.4 Percent of Task 2 trainees reporting high quality instruction	Rgion, country, sector, trainee sex country, sector, trainee sex	Tally using finance reports Verification with participants and/or supervisors Verification with participants and/or supervisors Participant Post-survey	ongoing after trainings after trainings within 2 mos. of training	96 (29 women) to date 3 interns (0 women) 28 sent to training (6 women) 65 NSA workshop attendees (23f) Sector: NGO – 42, Public – 27, Business – 14, Research/University – 13; Countries: Ethiopia–2, Ghana-2, Kenya-8, Liberia-3, Mali-1, Malawi-3, Mozambique-2, Nigeria-2, Niger-3, South Africa-1, Tanzania-2, Zambia-34, Zimbabwe-32 2,464 training hours/ 308 days 33 (3 interns x 11 days each) 100% (equal by country, sector, sex)

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 session	571 total 556 from Module 1 participants 15 additional from assessments Sector: NGO–224, Public–138, Business–134, Research/University-73, CAADP Country Teams-2 Countries: Angola-2, Botswana-6, Burkina Faso-1, Burundi-6, DRC-1, Ethiopia-57, Ghana-53, Guinea-2, Guinea Bissau-2, Kenya-92, Lesotho-7, Liberia-59, Madagascar-1, Malawi-15, Mali-28, Mozambique-7, Namibia-7, Nigeria-25, Niger-2, Rwanda-23, Senegal-37, South Africa-20, Southern Sudan-1, Swasiland-8, Tanzania-66, Togo-2, Uganda-17, World-wide/Regional-33, Zambia-11
	Task 4	2.3 (T4): Database of technical and managerial courses developed and used	2.3.1 Number of courses identified, vet-Ted and placed in database	country	Tally using database	monthly
2.3.2 Number of institutions included in database			country	Tally using database	monthly	83 (see above)
2.3.3 Number of hits to web-based database per month			country	Tally using Google Analytics	monthly	627 unique users during Q4 4,233 page views during Q4 Countries with more than 20 unique visitors: USA, Ghana, Nigeria, Kenya, Liberia, Tanzania
Task 3	O3: Institutional improvement plans implemented	<i>3.0.1 Number of institutions implementing recommended improvement plan actions*</i>	<i>country, sector</i>	<i>Online survey of institutional leaders + special studies</i>	<i>after 1 year</i>	<i>(Data collection on this indicator to begin during Year 2)</i>
	IR3.1 (T3): Institutional Improvement Plans developed 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	18 (10 completed, 8 ongoing) Ghana-1, Liberia-1, Tanzania-2, South Africa-8, West Africa regional-6

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

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