



AFRICA LEADERSHIP TRAINING AND CAPACITY BUILDING PROGRAM

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

QUARTERLY REPORT FOR OCTOBER – DECEMBER 2011 (FIFTH QUARTER OF PROJECT IMPLEMENTATION)



¹ Word Cloud from Champions for Change Post-Training Comments

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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
AGRIFA	Ghana Agriculture Trade Fair
AUC	African Union Commission
ARC	Agriculture Research Council
ASK	Agriculture Society of Kenya
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
FAGRO	Ghana Food and Agriculture Show
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
JSE	Johannesburg Stock Exchange
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
RRA	Rapid Results Approach
RRI	Rapid Results Institute
ReSAKSS	Regional Strategic Analysis and Knowledge Support System
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
SAKSS	Strategic Analysis and Knowledge Support System (country level)
SANSOR	South African National Seed Organization
SUA	Sokoine University of Agriculture (Tanzania)
TAFSIP	Tanzania Agriculture and Food Security Investment Plan
TRG	Training Resources Group, subcontractor on Africa Lead

USAID
WFP

United States Agency for International Development
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 development 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 contribute to the MDG goals by ensuring 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 fifth quarterly performance report of the program, 15 months into program start up and implementation, and focuses on progress towards deliverables identified in the Africa Lead Year 2 Work Plan.

OVERVIEW

Taking advantage of its three regional platforms, in addition to providing training programs designed by program staff and consultants, Africa Lead plays a supporting role for numerous national, regional and continent-wide conferences, forums and workshops organized by USAID in its capacity as key member of the Development Partners Task Team supporting the Africa Union and NEPAD in strengthening the Africa-led Comprehensive Africa Agriculture Development Program (CAADP). These workshops and programs generally focus on ensuring alignment of donor support to African priorities at the country, REC and continental level, and they emphasize tools and skills that can help individual countries address common challenges such as climate change and natural resource management.

During this quarter (October – December 2011), the program supported some high profile workshops including the USAID and World Economic Forum (WEF)-sponsored Grow Africa Forum in Dar es Salaam, Tanzania; the AUC/NPCA CAADP Business Meeting, also held in Dar es Salaam, and the USAID “Climate Smart” Workshop (Climate Change/NRM) held in Nairobi, Kenya.

Africa Lead also provided organizational, financial, logistical and facilitation support to 8 workshops aimed at helping non-government stakeholders in agriculture development investments strengthen their voice and ability to engage government policy makers and planners in designing, implementing, evaluating the impact of, learning lessons from and redesigning improved approaches to strengthening Africa’s agriculture. These so-called NSA (non-state actor) workshops were conducted in Ghana (2), Tanzania, Uganda, Kenya, Senegal, Ethiopia and Rwanda. These workshops were combined trainings and sessions for developing action plans to guide stakeholder engagement with the government on agriculture development and investment directions. Africa Lead provided advice on approaches to making the workshops maximally effective, and provided financial support for bringing civil society and private sector agriculture leaders together for the workshops. Lead organizations in each country were contacted by the NSA Task Team to identify and recruit key participants to the workshop.

The first Task I Module 2 training took place this quarter after substantial work done to refine and blend training material from Africa Lead’s project-design focus with Center for Development Excellence (CDE) training entitled “How to do Business with USAID.” This training in Tanzania, responded to the mission’s request for support on the localization component of the USAID Forward program.

Another key focus of this quarter was development of the Year 2 work plan for the program, which involved a meeting of all DCOPs and select team leaders at the Pretoria office in early October for a three day planning and work plan drafting session. The session included a review of lessons learned and discussions on how to improve on Africa Lead service delivery and to ensure that training provided by the program sticks with participants. Africa Lead staff spent a substantial amount of time in the last month of the quarter preparing for a Stock Taking Meeting to be held in Accra, Ghana in January 2012 to review program accomplishments and consider refinements to the program.

CONTINENTAL-LEVEL ACTIVITIES AND COORDINATION

This section of the quarterly report focuses on 1) what was done in the US in support of activities in the field, and 2) support directly to continental-level activities such as AUC/NPCA and Donor Working Group (DP TT) initiatives. This section is also where the program presents the work that has been done to supplement entries in the short course database (Task 4) and to make it more user-friendly and sustainable.

Task One: Provision of Leadership Training to African Food Security Leaders

Task One remains one of Africa Lead's biggest service areas with Module 1 having provided leadership training and CAADP sensitization to over one thousand African Food Security Champions and Module 2 being crafted to strengthen the skills of Champions, CAADP Country Teams and implementers of agriculture programs and projects to design, implement, manage and learn from projects. During this quarter the primary focus of the Bethesda office was to design and test a curriculum and accompanying training material for Module 2. Africa Lead curriculum designers prepared some customized and shortened versions of the 5-day Module 1 Champions for Change training for senior Ministry of Agriculture leaders and Parliamentarians, and the program continued to provide Module 1 training to countries where USAID missions more recently bought into the program.

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

The bulk of Module 1 curriculum development and TOT work was done in previous quarters. During this quarter design and TOT work related primarily to preparation of a 1-day Executive Level Module 1 curriculum designed especially for senior Ugandan government officials with some level of responsibility for agriculture. This grew out of a consistent theme from Champion for Change, Module 1 training, "You must provide this training to our bosses."

Africa Lead's two principal curriculum designers, upon consultation with Africa Lead/East Africa designed an Executive Level Module 1 curriculum for Uganda which was titled "Super Champions....." They provided a TOT on this new curriculum to Africa Lead/East Africa Trainers in Nairobi on [date?] and the training, described in greater detail in the section on East Africa, in November. The program expects to provide similar training to high level participants in other countries in subsequent quarters.

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

Design and modification of Module 2 curriculum was a main focus of Africa Lead's curriculum designers and Master Trainers. This involved two distinct strands of work. The first line of work involved developing the "standard" Module 2, which focuses on program/project design, implementation and monitoring. The second involved preparing a particular Module 2 focused at USAID implementing partners in Tanzania in support of the localization component of the agency-wide USAID Forward program.

The "standard" Module 2 curriculum, which has the following key sessions will likely be customized for each country group to ensure maximum relevance to each group of participants' context:

- Project management overview
- Project design and management for results
- Strategic influencing for stakeholder participation and collaboration
- Financial management
- Managing the donor-recipient relationship
- Managing people to achieve results
- Monitoring and evaluation
- RRA: Design and implementation of Rapid Results Projects
- Action planning

- Team building: Success factors for effective implementation

During this quarter Africa Lead's curriculum designers finalized the curriculum, which included contracting with the Rapid Results Institute (RRI) to develop the curriculum and presentation material for the Rapid Results Approach (RRA), which helps project personnel accelerate program implementation and achieve results faster than would otherwise be the case.

The customized Module 2 training for Tanzania was a blending of Module 2 material that had been developed by Africa Lead curriculum designers and a "Doing Business with USAID" curriculum developed by the Center for Development Excellence (CDE), which was provided free of charge to the program.

Task Two: Support for Short Courses, Workshops, Conferences and Partnerships on Innovative Learning Experiences

The primary distinguishing feature of Task Two work is that the training programs and workshops are not primarily designed by Africa Lead, unlike Task One courses. The program works with specialized companies and organizations to package training that is tailored to critical skills development needs as they are identified either by the program, by USAID or by counterparts.

Task Two was the most active Task area during this quarter with the program supporting a number of continental and regional workshops (e.g. Grow Africa Forum, CAADP Business Meeting, Climate Change/Natural Resource Management Conference for East Africa); providing creative on-the-job learning experiences for agribusiness entrepreneurs, business people and promoters; and supporting workshops designed to strengthen the contribution of non-state actors into agriculture policy and programming.

Activity 2.1: Building and Developing Training Partnerships with Specialized Institutions

At the Bethesda office, the most active component of this Activity area was the Agribusiness Leadership Program, which seeks to provide internships for established agriculture or agribusiness professionals with organizations that can help them improve on skills critical to promoting agriculture development or addressing a technical or managerial challenge to their operation.

During this quarter, Africa Lead solidified its relationship with the Hershey Company of Hershey, Pennsylvania, to provide 2 month internship opportunities to African agribusiness and commodity management personnel. The likely first intern for this partnership with Hershey is a young women professional working with the Ethiopian Commodity Exchange.

The program continued to work with WFP to develop a partnership to train national food reserve staff throughout Africa. This included a meeting between Africa Lead and WFP counterparts in Rome in late October to clarify the terms of the partnership and to seek to accelerate implementation. The evolving areas in which the training partnership will likely focus include:

- Food security baselines and assessments (Comprehensive Food Security Analysis and Vulnerability Assessment). The plan would be to do a few assessments with country food bank staff and then provide coaching as those staff lead subsequent assessments.
- Supply chains for emergency food provision. This would use an East African platform to do regional training for several countries, bringing in senior management and procurement staff for a week followed by having interns get a work assignment with WFP for 1-2 months.

Africa Lead met with IFPRI personnel in Washington in mid-December to refine a partnership to train country SAKSS node/network staff to track, analyze and report on CAADP National Agriculture Investment Plan (NAIP) investment progress and on the extent to which CAADP Compact agreements (10% budget to agriculture, 6% growth in agriculture production) are being respected. The likely approach would be to conduct three regional

overview trainings for constituent countries in each of the regions followed by more in-depth strategic agriculture policy analysis for Liberia and Ghana, two countries whose USAID missions have bought into Africa Lead for such training to their SAKSS nodes.

Following design work on the NSA CAADP Engagement Workshops, much of which took place in the previous quarter, most of the NSA workshop organization work took place at the regional office and country levels. Africa Lead/Bethesda retained its role as interlocutor with the continental-level CAADP Non-State Actors Task Team (NSA TT) led by FANRPAN and ActionAid.

This collaboration resulted in the conduct of 8 NSA CAADP Engagement Workshops delivered in collaboration with national and supra-national NSA groups:

- Tanzania
- Ethiopia
- Rwanda
- Kenya
- Uganda
- Senegal
- Ghana (2)

Activity 2.2: Logistical, Organizational and Financial Support to Technical Training

The Bethesda office of Africa Lead provided logistical and organizational support for participants coming to the US for training during this quarter. Information on who these trainees and participants were and where they came from and to what training events they traveled to is in the following sections, primarily East Africa, which to date has been the source of all participants sent to US-based training.

Activity 2.3: Support to AUC/NPCA, CAADP Development Partners Task Team (DP TT) and CAADP Partnership Platform Meeting Process

In the previous quarter, Africa Lead provided planning, facilitation and organizational support to a meeting of the CAADP Development Partners Task Team (DP TT). This meeting, which pulled together members of various working groups, was focused on organizing the ideas and positions of the development partners working with AUC and NPCA on rolling out the CAADP process throughout the continent. The intent was to structure development partner contributions to the November 10 – 11, 2011 CAADP Partnership Platform Business Meeting, a semestral meeting of AUC/NPCA with RECs and development partners, which took place this time in Dar es Salaam.

Africa Lead was asked to provide planning and facilitation support to the Dar es Salaam CAADP Partnership Platform Business Meeting and did this through the work of one of its most senior, talented and experienced trainers and workshop facilitators. Africa Lead worked with NPCA to develop a guide for structuring the meeting sessions and for determining what overall and session level objectives were for the meeting. During the meeting, Africa Lead personnel were involved in meeting facilitation and worked with the meeting steering committee to ensure that the objectives of the meeting were achieved.

At about the same time, following on the completion of the Washington DP TT meeting, Africa Lead was asked to provide planning and facilitation support to the WEF-supported (and USAID supported) Grow Africa Forum, which took place also in Dar es Salaam from November 8 - 9, just preceding the above-mentioned CAADP Business Meeting. The Grow Africa Forum was designed to bring together major multinational companies with African counterparts and government commerce and agriculture officials along with development partners and funders to consider how to accelerate the process of developing bankable commercial investment program aligned with country CAADP agriculture investment plans.

Activity 2.4: Support for Champions for Change Networks

During the quarter, Africa Lead continued to maintain the Champions for Change Facebook site, which the program set up, at the request of Champions, to facilitate on-line exchanges and discussions among the alumni of the Leadership training. Program staff also posted material related to agriculture issues, training and recent thought-provoking studies and analyses. This was done as an initial step to continue to promote innovative, “out-of-the-box,” transformational thinking with respect to African agriculture development.

During his management trip in Southern Africa, the COP together with the DCOP, met with national Champions in Zambia and Zimbabwe to learn more about progress of the Champions and challenges they face, and to consider options for providing support that would strengthen the independence and ownership of the nascent networks of Champions Africa Lead has seen everywhere the leadership training has been provided.

Task Three: Conduct of Institutional Capacity Needs Assessments to Guide Further Training and Capacity Building

During this quarter the Africa Lead Task Three team leader provided methodological and team identification support to capacity assessments conducted in West Africa, where capacity assessments were most active. He also maintained contact with Africa Lead East Africa on staffing needs, goals and timing of a number of proposed assessments that will be conducted in East Africa in the next quarter.

Activity 3.1: Support to Conduct of Capacity Needs Assessments

Through the Task Three team leader, the Bethesda office provides oversight and technical support to methodology and organization of the various institutional assessments and capacity development plan activities requested of Africa Lead. During this quarter the Task Three team leader was involved recruiting STTA, briefing and providing support to consultant teams conducting assessments in West Africa. He also provided conceptual and methodological support for upcoming assessments to be conducted in East Africa.

Task Four: Designing, Building, Populating, Validating, and Institutionalizing a Database of Training Offerings from African Institutions**Activity 4.1: Improving the Database Features**

During this quarter, MSU improved the database by updating the course search results listing to reflect upcoming courses from the current date forward. Another section on the sidebar was added to show courses that were labeled “ongoing” or “on-demand.” In addition, a beta calendar feature was added that displayed courses that had dates in a calendar view. On the back-end the Institution/Organization field was updated to prevent duplication of entity names.

Activity 4.2: Entry and Vetting of Short Courses into the Database

During this quarter, MSU staff performed a quality assurance check of the entered courses looking for spelling, formatting, and technical errors. Duplicate field entries such as Institutions/Organizations were merged to reflect a more accurate count in the analytics.

Activity 4.3: Marketing the Short Course Database

In September, MSU sent out two emails announcing the launch of the database to lists provided by Deborah and her team. The first email was sent to 274 contacts and had a 34% open rate and 60% click rate. The second email was sent to an additional 125 contacts and had a 32% open rate and a 33% click rate.

Activity 4.4: Finding a Long Term Home for the Short Course Database

In building the short course database, Africa Lead has always considered the question of sustainability and finding a long term home for the courses and the process of continuing to identify courses and make the list of courses available to potentially interested parties, likely beneficiaries as well as likely funders.

During this quarter, the program agreed that it would begin to discuss possibilities with OER Africa (Open Educational Resources (www.oerafrica.org)) about maintaining the database. OER Africa is well known to Africa Lead consortium member, MSU, and is on the ICT Advisory Board of another organization Africa Lead would like to have involved in the care and feeding of the database following completion of contract, namely RUFORUM, the Regional Universities Forum for Capacity Building in Agriculture for Eastern, Central and Southern Africa.

Continental-Level Plans for Next Quarter:

- Off-site coaching of Africa Lead in-country support to 100 day action plan implementation by Module 2 participants
- As needed/requested by in-country/region coaches, phone call and other forms of consultation with country teams implementing 100 day plans
- Continuing to customize Module 2 training material to country contexts for the following countries expected to have Module 2 training in the January – March quarter
- March 2012 CAADP Partnership Platform Meeting or equivalent continental level mutual accountability conference or workshop
- Support to capacity assessments and capacity improvement plans in West and East Africa
- COP, with EA DCOP meeting with East Africa Champions to help deepen networks
- Support to CAADP Business Meeting and Partnership Platform or equivalent mutual accountability forum, as requested by USAID
- Launching of WFP partnership
- Launching of IFPRI partnership

EAST AFRICA PROGRAM

Task One: Provision of Leadership Training to African Food Security Leaders

For the most part, Africa Lead/East Africa has completed its standard Champions for Change training and is moving to customized leadership training for senior government leaders, to Module 2 project design, implementation and management training, and to supporting the networks of Champions (graduates of Module 1 Leadership Training).

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

Uganda High Level Module 1 Training (Activity EA 1.1.1) -- This training was conducted in November 2011. The EA training team condensed the 5 day leadership training program to a special one day executive summary for the “Super Champions” designed for cross sectional ministers and members of Parliament, especially those who chair important sub committees related to Food Security and Nutrition. The goal was to enable transformative leadership with a total of 22 participants almost equally distributed between men (12) and women (10), suggesting good gender representation in Uganda government. The Super Champions included four Ministers -- Minister for Agriculture, Minister of State for Fisheries, Minister of State for Animal Industry and Minister of State for Agriculture -- and 18 members of Parliament.

The meeting generated a positive reaction. After a slow start, the participants requested that lunch be cancelled to enable them to finalize the session on forgotten food security factors and coordination in food security so that they could attend parliament in the afternoon. Having sent messages to the Speaker saying they were attending a “very special training”, there was palpable relief when it was announced Parliament hearings would be cancelled so they could attend the full day session. The training was graced by the acting Ambassador who together with the Minister of Livestock, presented awards.

It was encouraging as these senior policy makers showed real commitment to the process.

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

Tanzania Module 2 (Scaling up for Food Security) Training – The five day workshop was designed to meet the goals of USAID/Forward. The 37 participants, drawn from 16 cross sectional organizations were trained to build individual and organizational capacity towards accessing and effectively using USAID funding and support with focus areas of financial management and reporting, transparent procurement and effective M&E. Twenty-seven men and 10 women from partner organizations including Sokoine University, Agricultural Non State Actors Forum (ANSAF), Tanzania Agriculture Partnership (TAP), Center for Sustainable Development Initiatives, Cereal Growers Association, and Ministry of Agriculture and Natural Resources.

Task Two: Support for Short Courses, Workshops, Conferences and Partnerships on Innovative Learning Experiences

Activity 2.1: Building and Developing Training Partnerships with Specialized Institutions

During this quarter progress was made on the agribusiness internship program. The East Africa and South Africa DCOPs met with Pioneer foods, Ceres juices and the Johannesburg Stock Exchange (JSE) Commodity Derivatives section to discuss opportunities for agribusiness partnerships. The commodity section of the Johannesburg Stock Exchange confirmed schedule to accept four interns between March and October 2012, three of whom are from Eastern Africa. The first posting will be in March 2012 with a representative from the Eastern African Grain Council (EAGC) going to South Africa.

The Hershey based internship will be accepting an eastern African, from the Ethiopian Commodity Exchange as the first intern studying commodity price risk management. This quarter saw major efforts from EA office on the identification and selection of candidates for this important position. The intern will be arriving in the USA mid February 2012 and so the myriad logistics issues are being addressed.

Having met with representatives from iAGRI, the Southern Agricultural Growth Corridor of Tanzania (SAGCOT), Ministry of Agriculture Tanzania and USAID/ EA in December 2011, the EA DCOP submitted a concept note outlining the potential operations of this internship and partnership with Sokoine University of Agriculture (SUA). The concept differs from the standard internship under the Agribusiness Leadership Program of Africa Lead, as this activity targets recent SUA graduates to put them into positions in Tanzania and Kenya to provide basic exposure to the private sector and hands on agribusiness experience.

Three Liberians were sponsored by USAID/Liberia to participate in the Nairobi International Trade Fair courtesy of the Agricultural Society of Kenya. This was the first agribusiness internship and all host arrangements, logistics and coordination was done by Africa Lead EA office. The interns were actively involved in preparation and co-ordination of the activities of the trade fair. In addition they also visited other organizations such as Fresh Produce Exporters Association of Kenya, Brookside, to expose them to effective, efficient agribusiness practices.

Ethiopia NSA CAADP Engagement Workshop and Action Plan (Activity EA 2.1.4.1). This was the first non-state actors workshop held by the EA office in October 2011. It saw a total of 35 trained drawn mainly from the non- governmental sector. Due to the different levels of education represented in the workshop the trainers used both English and the local language (Amharic) to convey the food security and CAADP engagement message to all. Participants included 29 men and 6 men from 21 organizations.

Uganda NSA CAADP Engagement Workshop and Action Plan (Activity EA 2.1.4.2). The NSA meeting in Uganda, conducted from the October 31 – November 2, 2011 had the highest number of women of all the NSA workshops in the EA region. The business for profit sector was also very well represented with 18 companies sending representatives. The participants committed to fully engage with Uganda's CAADP/DSIP process including implementation of both individual and group action plans, and they established an NSA task team to drive the engagement process. There were 21 women and 33 men representing 42 organizations.

Kenya NSA CAADP Engagement Workshop and Action Plan (Activity EA 2.1.4.3). This training event was conducted in November 2011. The Chairman of the Departmental Committee on Agriculture, Livestock & Cooperative made the official opening of the workshop and actively engaged the participants in working together to attaining a food secure nation. A total of 42 participants attended the workshop.

During the closing ceremony, Dr. Peter Ewell, USAID Eastern Africa said that USAID will continue to support NSA activities and encouraged the participants to take the challenge of being true champions for Agriculture in Africa. There were 19 women and 23 men representing 34 organizations.

Tanzania NSA CAADP Engagement Workshop and Action Plan (Activity EA 2.1.4.4). A total of 58 Kiswahili speaking participants attended the Dar es Salaam-based NSA meeting in December 2011. This meeting had the highest representation by the Public Sector with six Ministries represented. The team developed an action plans and a five-member committee was selected to finalize the action plan for NSA engagement in CAADP / TAFSIP as guided by the participants during the meeting. A total of 58 Kiswahili speaking participants attended the Dar es Salaam-based NSA meeting in December 2011. This meeting had the highest representation by the Public Sector with six Ministries represented. The team developed an action plans and a five-member committee was selected to finalize the action plan for NSA engagement in CAADP / TAFSIP as guided by the participants during the meeting. The 43 organizations present in the workshop were represented by 15 women and 43 men.

Rwanda NSA CAADP Engagement Workshop and Action Plan (Activity EA 2.1.4.5). A total of 34 participants attended the workshop with a great number drawn from the business for profit sector. This training was conducted in the Rwandan language as requested by the participants to ensure all present had full understanding. Ten women and 24 men attended the workshop, representing 20 organizations.

Activity EA2.2: Supporting Logistics and Follow-up with Participants Attending Short Courses Around the World

The EA office provided logistical and financial support for participants to attend a variety of meetings and short courses, including:

- IFPRI Agricultural Productivity meeting in Addis Ababa Ethiopia from 1st to 3rd November. Total of seven participants (Six participants and one speaker)
- Agricultural Research Council of South Africa: Two professors (One Ugandan from Makerere University and one Kenyan) for a Collective Research Planning and Proposal Development course in December 2011.
- Climate-Smart Workshop: Nineteen (19) were fully sponsored by Africa Lead which included (Five Speakers, Four Facilitators and Ten Participants). The four facilitators were the Africa Lead/East Africa trainers who trained in the Champions for Change leadership trainings.
- Grow Africa Forum - EA sponsored one participant for this.

Activity EA2.3: Support to AUC/NPCA and Development Partners Task Team (DP TT) CAADP Partnership Platform Meeting Process

Africa Lead EA contracted a local consultant to provide rapporteur and facilitation services for the AUC/NPCA CAADP Partnership Platform Business meeting in Dar es Salaam.

Activity EA2.4: Supporting Champions for Change Networks Throughout the Region

Africa Lead/EA has also encouraged the Champions to tell us “what they have been doing” and a good response from the champions has been achieved both by emails sent to the Africa Lead/EA team and communication within the Africa Lead-supported [Champions for Change Facebook](#) page.

In addition, many are implementing their action plans with some of this being featured as Africa Lead success stories. Many Champions hold country team meetings participating in country specific activities aimed at reducing hunger and poverty through strategic investment in agriculture.

Plans are underway for several Champion meetings to be held in February coinciding with the visit of the COP.

Activity EA2.5: Supporting Other Ad-Hoc Meetings as Requested by USAID

Africa Lead EA supported the Climate-Smart meeting held in October 2011 for 81 people. This activity included ensuring all the logistics arrangements for the participants, hotel bookings and all local procurement and printing. The EA office staffed a full time secretariat and provided four of our East African consultants as breakout meeting facilitators.

The EA office supported the FTF M&E meeting held in October 2011 with logistics arrangements, hotel booking, local procurements and printing. Members of the EA lead team were available in the Secretariat to give assistance to the trainers and the participants.

Task Three: Conduct of Institutional Capacity Needs Assessments to Guide Further Training and Capacity Building**Activity EA 3.1.1: Conducting Capacity Needs Assessment for East Africa Community (EAC)**

East Africa DCOP went to East Africa Community in this quarter to establish a timeline and negotiate understanding for efforts to conduct the Capacity Needs Assessment forthcoming commencement in the next quarter.

Activity EA 3.1.2: Conducting Capacity Needs Assessments with COMESA Agriculture Programs including ACTESA

Capacity assessment team developed terms of reference for this upcoming assessment this quarter. The terms and the schedule have been discussed with USAID/EA and an agreement has been made to start in the next quarter.

Task Four: Designing, Building, Populating, Validating, and Institutionalizing a Database of Training Offerings from African Institutions

Africa Lead EA has been very active in identification, vetting and uploading short courses to the database. Additionally, several Missions have supported Eastern African attendance at selected short courses during this quarter.

East Africa Regional Plans for Next Quarter:

- Stock Taking meeting in Accra from Jan 15 – 20, 2012
- Sokoine Internships starting March 2012
- Begin Capacity Needs Assessment in Lusaka – COMESA / ACTESA , SPS and CAADP support office.
- Chief of Party visiting EA region – Visiting champions as part of supporting champions for change network process in Rwanda, Uganda , Tanzania , Kenya and South Sudan
- Tentatively Module 1 Training in South Sudan
- Begin Capacity Needs Assessment preparation for EAC in Arusha
- Begin Preparation for Regional Module 2 training
- Provide logistics and facilitation for the Horn of Africa Development Partners meeting in March
- Short courses: M&E manager from RUFORUM office to an advanced M&E course at AMREF in Nairobi
- Internships:
 1. Sending representative from East Africa Grain Council to Johannesburg Stock Exchange on Commodity exchange internship in March 2012
 2. Sending representation from Ethiopia Commodity Exchange to Hershey Corporation USA for Commodity Price Risk Management internship

WEST AFRICA PROGRAM

Task One: Provision of Leadership Training to African Food Security Leaders

Like East Africa, most of Africa Lead/West Africa Module 1 (Champions for Change) training was completed in previous quarters and the focus of Task One is on extending and deepening training of select agriculture leaders and CAADP Country Team members on project and program design, implementation, financial management and monitoring (Module 2). There were no Module 1 trainings in West Africa, but the program expects to have one in Nigeria and one in Senegal next quarter (January – March, 2012).

Module 2: Intensified 5-day leadership training workshop for CAADP country team members and food security champions

The Module 2 trainings are intended to strengthen the quality of agriculture programming and to accelerate the pace at which identified programs turn into activities on the ground. Furthermore, the training is intended to help ensure that the process of learning from implementation is strengthened so that there is a constant cycle of improvements in design and impact of agriculture programs. Trainings will include classroom trainings followed by periodic coaching visits (by national trainers) to advise on any questions that arise in implementation of 100 Day Rapid Response Approach (RRA) Action Plans, which will be a core feature of the training.

During this quarter, Africa Lead's Module 2 curriculum designer held a review/TOT session for West Africa Module 2 trainers in Accra, Ghana.

Task Two: Support for Short Courses, Workshops, Conferences and Partnerships on Innovative Learning Experiences

This Task area has proven to be expansive and includes support to continent-wide, regional and country programs sponsored by USAID. The Africa Lead/West Africa team was asked to support the West Africa Climate Change/Natural Resource Management training which was subsequently postponed.

Activity 2.1: Building and Developing Training Partnerships with Specialized Institutions

The main activity in this area during this quarter was sending 6 interns including two members of Cuttington University's College of Agriculture, who are members of the Cuttington University Agriculture Show planning committees, two representatives from the Ministry of Agriculture and two agribusiness professionals from Liberia to spend time with Ghanaian and Kenyan organizations involved in the organization and running of agriculture shows.

Africa Lead had supported the Cuttington University College of Agriculture and Integrated Development Studies Agriculture Show previously and had also conducted an assessment of their capacity to run the show. As a result of the program's experience, Africa Lead suggested that Liberians involved in trying to develop a sustainable and self-financing agriculture show that could promote productivity in Liberian agriculture should spend time working with and observing (shadowing) counterparts running more established agriculture shows.

This resulted in Africa Lead/West Africa working with its East Africa counterpart to arrange internships with the Agriculture Society of Kenya (ASK) for the Nairobi International Show 2011. The West Africa program also arranged an internship with Ghana's new private sector-led AGRIFA 2011 and FAGRO shows.

The internship at ASK took place from September 26 through October 2 and included Dr. Foh, Cuttington University's Director of Practical Outreach for Extension and Training, accompanied by the CEO of Buchanan Resource and Development Corporation, and a representative of the Ministry of Agriculture.

In Ghana, the Liberian interns spent 16 days working with FAGRO and AGRIFA in the run up to and during the concurrent agriculture shows. The Ghanaian internship also included three participants, one from Cuttington, one from the Ministry of Agriculture and one representing agribusiness. Of particular interest is that the AGRIFA show represents an example of a good public - private partnership with the private sector playing the key role of driving the process.

As with other regions, organizing and holding the NSA Workshops was a main activity for this quarter. In Ghana, Africa Lead co-organized two Non-State Actors workshops with the Alliance to End Hunger in the US and Hunger Alliance of Ghana. The first one took place from October 19-21 in Accra, reaching 82 civil society and private sector participants. The other, held in Tamale for 42 Northern regions participants, was conducted on December 13-16.

Activity WA 2.2 Customized Training Courses for West Africa Regional Organizations

This activity is pending development of capacity development plans and is expected to begin in the following quarter (Jan-Mar, 2012)

Activity WA 2.6: Other Regional Training Courses and Workshops

The program provided logistical and financial support for nine Liberians to attend the CAADP Nutrition Workshop in Dakar, Senegal from Nov 9-12, 2011.

Task Three: Conduct of Institutional Capacity Needs Assessments to Guide Further Training and Capacity Building

Institutional capacity assessments and follow up work on capacity development plans were key areas of focus for Africa Lead/West Africa during this quarter.

Activity WA 3.1.1 Conducting Capacity Needs Assessments with Ghana FTF Partners

During this quarter a team of Africa Lead consultants, including the DCOP, held an inception briefing with USAID/Ghana to kick-off a multi-institutional assessment and mapping exercise in support of the Mission's FTF strategy.

Activity WA 3.1.4 Conducting Capacity Needs Assessment with West Africa Regional Institutions

Africa Lead's West Africa DCOP, Carla Denizard and capacity assessment consultant, Jennifer Pierre facilitated a two day workshop in Ouagadougou, Burkina Faso at the CILSS office to present and validate CILSS assessment findings of a previous Africa Lead mission, and to meet with other donors in Ouagadougou who support CILSS capacity development. The meeting was conducted fromand involved the following institutions -- . The result of the meeting was prioritization of capacity development initiatives and selection of areas that Africa Lead would seek to address. The priority areas of specialized training included:

- Communications and Knowledge Management
- Human Resources Management
- Monitoring and Evaluation

In addition to the capacity development plan the Africa Lead West Africa team drew up, they also developed a similar plan for a second regional organization, CORAF. The CORAF plan included the following key areas:

- Advance Leadership and Results based management

- Monitoring and Evaluation, Knowledge/Information Management

Task Four: Designing, Building, Populating, Validating, and Institutionalizing a Database of Training Offerings from African Institutions

The WA team uploaded approximately 170 short courses into the database and received a total of 24 applications from champions from Liberia, Ghana and Nigeria requesting assistance to participate in short courses they identified on the database.

Support to ECOWAS/ECOWAP CAADP Process

In Nigeria, the DCOP participated in a GIZ/AU/NPCA-funded Capacity Strengthening workshop for the Nigeria CAADP country team from November 16-19, 2011. She presented Africa Lead's Module 2 training including the Rapid Results approach to the members of the team. She also met with USAID/Nigeria to finalize the scope of work for their capacity assessment.

West Africa Regional Plans for Next Quarter:

- USAID-Africa Lead Stocktaking Meeting-Jan 16-19, 2012 in Accra, Ghana
- Module 2 Training of Trainers workshop in Accra from Jan 23-27, 2012 in Accra Ghana
- NSA workshop in Bamako, Mali Feb 21-23
- NSA workshop in Liberia, February 2012
- Module 1 in Bamako, Mali, Feb 27-March 2 2012
- Module 1 Nigeria-Private Sector-March 2012
- Module 2 Ghana-March 2012
- Module 2 Liberia-March 2012
- Nigeria: Meet with ECOWAS and develop capacity development plan –February 2012
- Nigeria: Start capacity assessment
- Ghana : complete multi-institution mapping report –January 2012
- Ghana: Provide support for implementation of SAKSS node-on-going

SOUTHERN AFRICA PROGRAM

The quarter started out with the Southern Africa team hosting the work planning meeting in Pretoria.

Also, in this quarter, the Southern Africa office shifted over to operational funding from AFR/SD. The focus was on launching in-country training under the bilateral buy ins from the Zambia and Zimbabwe missions.

A new Training and Institutional Liaison Manager, Patricia Masanganise, was hired, which has allowed the SA office to meet the expansion of the program through the buy ins.

Task One: Provision of Leadership Training to African Food Security Leaders

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

The Africa Lead SA team delivered the first Module 1 courses in Zambia. Two concurrent sessions, targeting a total of 41 participants were delivered at a venue outside of Lusaka in November. Africa Lead trainers from East Africa joined the SA training team to provide training of trainers and co-facilitate the sessions. The training materials from the University of Pretoria and Africa Lead East Africa were merged and combined with additional materials and resources that were specific to Zambia.

Other planned Module 1 sessions (in Zimbabwe and a High Level session in Zambia) were deferred until after the new year at the request of USAID/Zimbabwe and in light of the on-going political transition in Zambia.

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

The SA team is in discussions with USAID/Zambia and Zimbabwe regarding their preferred use for the buy in funds over the remaining period of performance for the Southern Africa program, now slated to close in July 2012. This may preclude the roll out of a Module 2 in either/both countries.

Task Two: Support for Short Courses, Workshops, Conferences and Partnerships on Innovative Learning Experiences

Activity SA 2.1.3: Agribusiness Leadership Placements

Identify potential hosts for agribusiness placements in South Africa (Activity SA 2.1.3.1)

SA and EA DCOPs, Jennifer Baker and Kimberly Hickok-Smith met with the Johannesburg Stock Exchange (JSE) and Pioneer Foods/Ceres Beverage Company in early October. The JSE did agree to host 3-4 interns. Pioneer Foods/Ceres indicated they would be checking with their Board for guidance on whether/how to proceed.

Facilitate placement of interns in South African organizations (Activity SA 2.1.3.2)

The first intern is scheduled to join JSE in March 2012.

Activity SA 2.2.1 Zambia—3rd Country Training

Under the Zambia buy in, the Southern African team facilitated the attendance of 2 Zambian participants at the Climate Smart Agriculture workshop in Nairobi in October 2012.

Activity SA 2.2.2: Zimbabwe Consultation Workshops

This activity has been deferred pending guidance from USAID/Zimbabwe.

Activity SA 2.3.1 Assisting with Preparations for NPCA Hosted Continental Events

The Southern Africa DCOP and Training Manager participated in discussions related to Africa Lead's support to the CAADP Business Meeting in Dar es Salaam in November 2012, offering the services of the SA team for any additional help needed by NPCA. None was requested.

Activity SA 2.3.2 Participation in the Development Partners Task Team (DP TT) and Associated Efforts to Coordinate CAADP Capacity Building Efforts

Nothing to report given limited activity of the DP TT in this quarter.

Task Three: Conduct of Institutional Capacity Needs Assessments to Guide Further Training and Capacity Building

The Southern Africa DCOP concluded the final site visits for the assessment survey of South African resource institutions and a draft report of findings was submitted to USAID in December.

Task Four: Designing, Building, Populating, Validating, and Institutionalizing a Database of Training Offerings from African Institutions

The Southern Africa team identified a number of short courses at South African training and academic institutions, which were uploaded into the database. An additional team member—the Administrative Assistant/Receptionist—was trained to enter courses to help given the relatively high number of courses to be entered.

Support to NPCA – CAADP Coordination Role and SADC

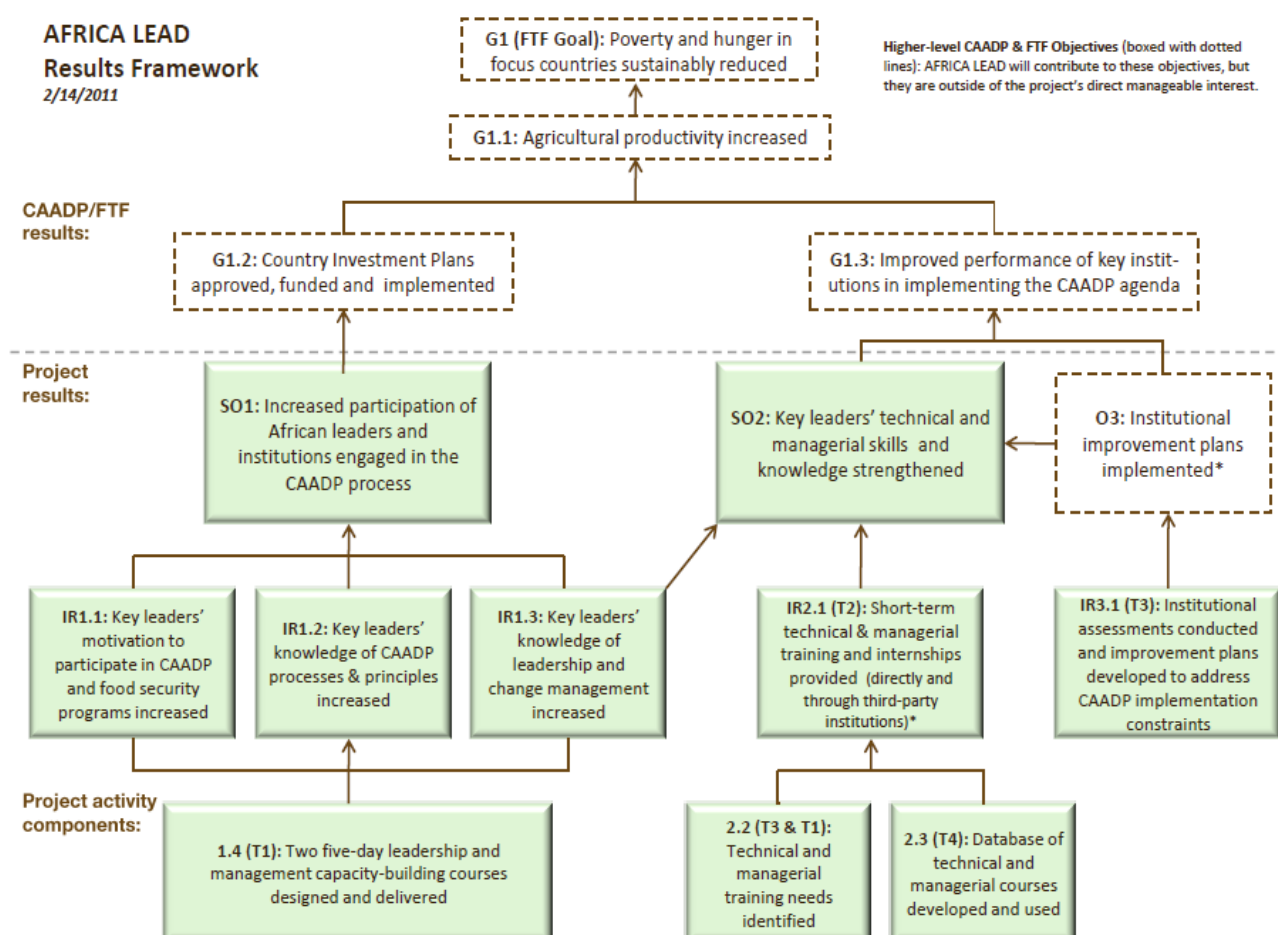
The Southern Africa DCOP and the SA Training and Institutional Liaison Manager met with NPCA's Martin Bwalya in October to offer our coordination and logistical support services to NPCA. Beyond engaging in discussions around planning for the CAADP Business Meetings, our access to NPCA has been limited.

Southern Africa Regional Plans for Next Quarter:

- Participate in the Accra Stocktaking meeting in January
- Module I sessions in Zimbabwe (2)
- Module I sessions in Zambia (2, including a possible high level session in March pending direction from USAID/Zambia and relevant Government of Zambia officials)
- Agribusiness Leadership Program logistical support for JSE intern
- Continue to discuss with other potential hosts in South Africa. We hope to line up at least one other host in the next quarter.
- Continue to input courses into the short course database. We are aiming for 30 new courses from at least 3 new institutions this quarter.

APPENDIX I: Africa Lead RESULTS FRAMEWORK

AFRICA LEAD Results Framework 2/14/2011



* 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	Frequency Collect-ed	Results at end of Q5
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 web-site	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 web-site	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 – 9.6%, 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	Yearly	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%
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	125 institutions (115 of the 125 respondents to the Module 1 6-month follow-up survey [69%] indicated that they had increased involvement in CAADP); Regions: East–85, West–39, South-1; Country disaggregation not available.
	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	An average of 97% of the participants for Module 1 Trainings (varies between 94%-99% by region, roughly equal by sex, sector and country)
	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	country, sector, sex, Module	Participant training pre- vs. post-tests	at trainings	91% for Module 1-Q5 (roughly equal by sex, sector and country)

AFRICA LEAD QR5 QUARTERLY REPORT

	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	country, sector, sex, Module	Participant training pre- vs. post-tests	at trainings	For Q5, 69% self-report increased knowledge in the areas of strategic thinking, leadership, and team building. Before training, 37% of participants correctly answered a test question on steps for leading change while after the training 69% answered correctly. Roughly equal by sex, sector, and country.
		1.3.2 Percent of Task 1 trainees reporting applying leadership and Change management skills in their institutions	country, sex, sector, Module	Online survey of participants	6 mo - 1 yr after training	100% for Module 1 (n=334; 45% "in a very significant way," 43% "in a moderate way," 12% "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	Module	TOT records	at each ToT	To date on project: 54 (25 women)
		1.4.2 Number of Task 1 participants trained	country, sector, sex, Module	Tally using attendance sign-in	at trainings	This quarter: 100 (38 women) To date on project: 1,088 (376 women) . Sector: NGO – 327, Public – 322, Business – 296, Research/University - 143
		1.4.3 Number of Task 1 courses delivered	region, country	Training records	at trainings	46 for Module 1 to date 1 Module 2- Tanzania (10 women, 27 men) Region: East–22, West–17, South–7 Country: Ethiopia – 2, Ghana – 11, Kenya – 17, Senegal – 6, South Africa – 5, Uganda – 3, Zambia-2
Task 2		1.4.4 Percent of Task 1 trainees reporting high quality instruction	country, sector, sex, Module	Participant training post-test	at trainings	96.7% (n=1055/1088) for Module 1 (roughly equal by country, sector, and sex) 86.4 % (n=32/37) for Module 2 Tanzania doing business with USAID training.
	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>
	IR2.1 (T2): Short-term technical & managerial training and internships provided	2.1.1 Number of Task 2 participants trained*	trainee sex	Tally using finance reports	ongoing	495 (133 women) to date, of this, 6 interns (3 women) 27 sent to training (6 women) 462 NSA workshop attendees (124 women)
		2.1.2 Number of Task 2 training hours received*		Verification with participants and/or supervisors	after trainings	3,696 training hours
		2.1.3 Number of internship days worked*		Verification with participants and/or supervisors	after trainings	3 to date (3 interns x 11 days each)
1 & 3		2.1.4 Percent of Task 2 trainees reporting high quality instruction	country, sector, trainee sex	Participant Post-survey	within 2 mos. of training	100% (equal by country, sector, sex)
	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	1064 total Sector: NGO – 322, Public – 306, Business – 296, Research/University - 140

AFRICA LEAD QR5 QUARTERLY REPORT

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	381 Countries with 10+ courses in data-base: USA, South Africa, Ghana, Kenya, UK, Swaziland, Namibia, Australia
		2.3.2 Number of institutions included in database	country	Tally using database	monthly	87
		2.3.3 Number of hits to web-based database per month	country	Tally using Google Analyt-ics	monthly	623 unique users during Q5 2,006 page views during Q5 Countries with more than 20 unique visitors: USA, Ghana, South Africa, Kenya, Zambia
Task 3	<i>O3: Institutional improvement plans implemented</i>	<i>3.0.1 Number of institutions implement-ing recommended improvement plan actions*</i>	<i>coun-try, 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 2nd quarter)</i>
	IR3.1 (T3): Institu-tional 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)	coun-try/region, sector	Tally using institutional assessment reports	ongoing	18 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.