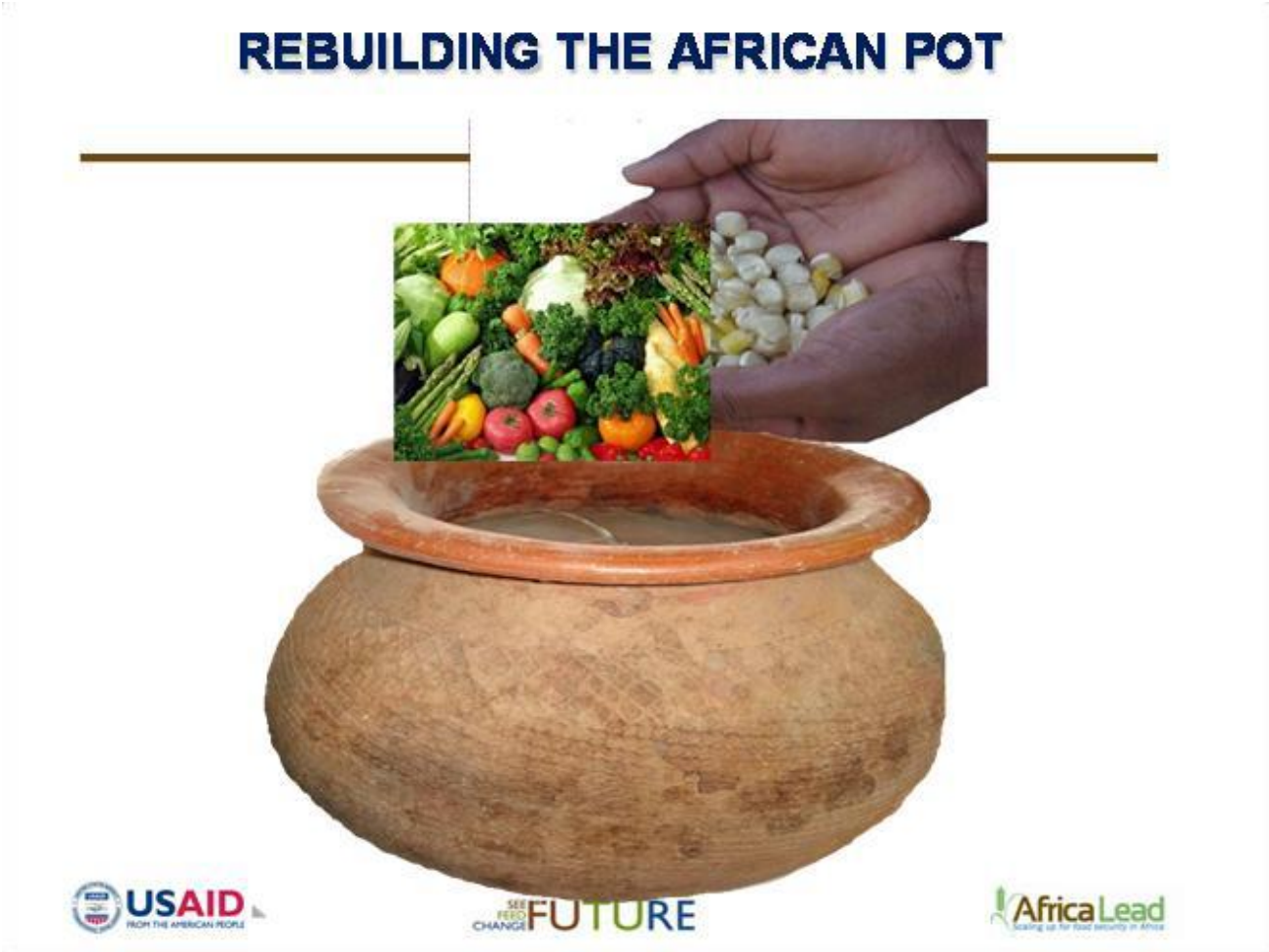
AFRICA LEADERSHIP TRAINING AND CAPACITY BUILDING PROGRAM

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

QUARTERLY REPORT FOR JANUARY – MARCH 2012

(SIXTH QUARTER OF PROJECT IMPLEMENTATION)



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DISCLAIMER

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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	United States Agency for International Development
WFP	World Food Program

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BACKGROUND

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

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The purpose of the program is to support the capacity building program of the US Government's Feed the Future (FTF) Initiative, which aligns US Government 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 sixth quarterly performance report of the program, 18 months into program start up and implementation, and focuses on progress towards deliverables identified in the Africa Lead Year 2 Work Plan.

OVERVIEW

A key development of this quarter, upon which this overview will focus, was the placement of two key private sector senior agribusiness professionals into 3 – 8 week experiential learning "internships" focused on market-led approaches to understanding and managing commodity price risks in agribusinesses. This sub-activity of Task 2 has been dubbed the Agribusiness Leadership Program for its goal of strengthening leadership and technical skills and linkages of African professionals involved in all aspects of agribusiness. An important early lesson that Africa Lead has learned from developing these "senior internship" placements is their long maturation period. Developing relationships with private sector host companies takes time as we seek to understand their needs, to find the right person or persons who will benefit the Africa agribusiness sector, and involves a gradual process in which both sides learn about each other and develop trust. Repeat meetings and phone calls help to reinforce in the minds of the potential host companies a sense of the seriousness of intent and of the potential benefits to the host companies. Finding the right "senior intern" for the placement also takes more time than we might expect.

During this quarter (January – March 2012), the program placed, Tizita Alemu, Inspections Manager at the Ethiopian Commodity Exchange into the Cocoa Risk Management Group of Hershey Co. for two months, where she filled the role of Global Procurement Associate. We also placed Gerald Masila, Executive Director of the Eastern Africa Grains Council (EAGC) into a 3-week "senior internship" within the Commodity Derivatives section of the Johannesburg Stock Exchange (JSE). As a result of the links that Africa Lead has made with the Hershey Co. and with the JSE, we expect to make future placements in both Hershey and the JSE. The JSE placements are already lined up, as the exchange had earlier agreed to take multiple "senior interns." Further placements with Hershey Co. are being developed, with one particularly interesting one relating to a program taking place in Ghana where Hershey has established a training program to improve cocoa production quality in a sustainable manner. Hershey is donating expertise to a cooperative to train co-op members (and train trainers) to improve production, harvest, and post-harvest storage and handling methods.

Another important effort for the Africa Lead East Africa office was providing support to USAID at Central and East Africa levels, as well as IGAD and the Kenyan government, in preparing for a meeting on how to provide support to Horn of Africa countries that could help strengthen their resilience to the frequent droughts that put so much stress on food security in the region. This was a very high level Joint IGAD Ministerial and High Level Development partners meeting and supporting it took substantial time and creative effort of the Africa Lead/Eastern Africa team during this quarter.

Also during this quarter, the first standard Task 1 Module 2 training was offered in West Africa. Prior to the provision of this training, Africa Lead provided an overview of the training to senior managers from a range of organizations – private sector, government, NGO, research and teaching -- whose initiatives, activities and decisions are vital to the course of agriculture production and ultimately to food security. These senior leaders were then asked to nominate a team of staff members for their institutions trainees for the Module 2 training, which focuses on the Rapid Results approach, project design, financial management, results frameworks and, generally, how to build and implement rapid results initiatives designed to achieve specific, measurable results with 100 days.

The East Africa Region Deputy Chief of Party, along with the program Chief of Party held meetings with Champions (graduates of Africa Lead trainings) from Rwanda, Uganda, Tanzania and Kenya to learn from them what continuing effect the leadership training had on them, and to consider with them ways to strengthen Champion networks and networks of NSA groups developed to more effectively engage government in the design and monitoring of agriculture programs.

Early in the quarter (January) Africa Lead joined USAID/Washington, the three regional USAID missions – Eastern Africa, West Africa and Southern Africa, some bilateral USAID missions that had bought into the project,

some CAADP Country Team leaders and Champions for a three day mid-term Stock Taking Meeting in Accra, Ghana. The goal of the meeting was to review together what had been accomplished to date and to consider key areas of focus in the remaining months of the initial contract (until September 30, 2012), as well as in the planned 6 month extension period (October 1, 2012 – March 30, 2013).

CONTINENTAL-LEVEL ACTIVITIES AND COORDINATION

This section of the quarterly report focuses on 1) what was done in the U.S. in support of activities in the field, and 2) support directly to continental-level activities such as institutional capacity assessments and facilitating agribusiness initiatives.

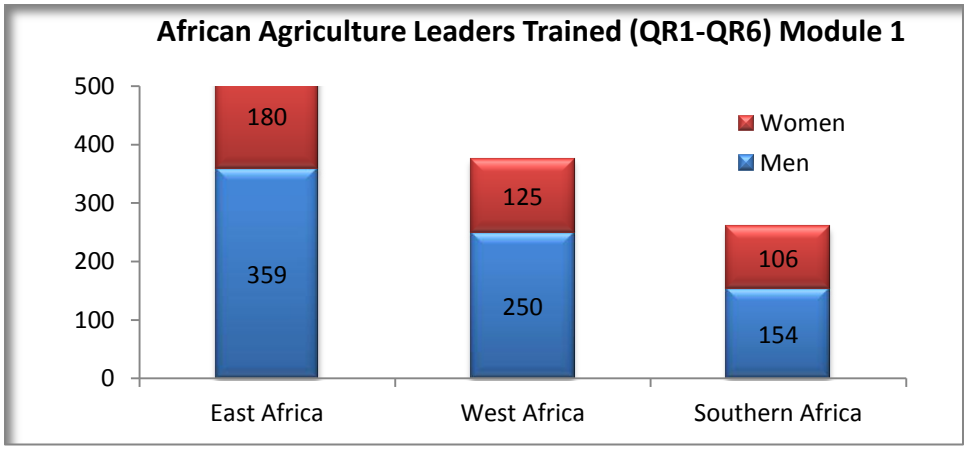
Task One: Provision of Leadership Training to African Food Security Leaders

Task One remains one of Africa Lead's biggest service areas since the inception of the program. Over the last 18 months of program implementation, Africa Lead has delivered Module 1 leadership and management, and CAADP sensitization training to nearly 1,175 Champions for Change through our three Regional offices. In terms of the regional distribution, Africa Lead has trained 545 Champions in EA, 375 Champions in WA, and 254 Champions in SA. To mobilize these large groups of Champions from 29 countries; Africa Lead through its three regional offices has delivered 55 Module 1training sessions (EA-25, WA-17, and SA-13). Africa Lead plans to deliver additional Module 1 trainings in Mali, Senegal, South Sudan, and Zimbabwe, and Zambia in the next quarter, and one day High Level Super-Champions training in Tanzania.

During this quarter, the primary focus of the Bethesda office was to revise the curriculum and accompanying training materials for Module 2 based on the feedback received from the pilot TOT training held in Accra, Ghana last September.

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

During this quarter, the Africa Lead M&E Manager conducted summative course evaluation of Africa Lead Module 1 trainings. Course evaluations show that 93-95% of participants rate the training, the quality of the trainers, and the usefulness of the training content to their work as good or excellent. Nearly one hundred percent of trainees reported an increased desire to participate in CAADP after receiving training, 95% increased their knowledge of CAADP, and 90% reported that they intend to implement their personal action plans developed during training. In addition to increased knowledge about CAADP, the Champions for Change trainings gave participants important leadership tools they would need to spearhead institutional change. 94-97% reported increased knowledge after training on advocacy, strategic thinking, leadership, team building, and monitoring and evaluation. 68% reported increased knowledge of techniques to lead institutional change.



Total Module 1 Participants by Country	
Angola	1
Botswana	12
Burkina Faso	2
Burundi	11
DRC	2
Ethiopia	116
Ghana	100
Guinea	2
Guinea-Bissau	2
Kenya	127
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	102
Togo	2
Uganda	144
Zambia	102
Zimbabwe	61
Total	**1,174**

During this quarter, the M&E Manager also conducted an analysis of the Africa Lead Champions for Change 6-month follow up Survey Monkey results. The results of the analysis indicate positive accomplishments of Champions in terms of implementing their action plans developed at the end of Module 1trainings. 71 % started implementing their action plan while 26 % are in the process to start implementing their action plan. The Survey Monkey results indicate that only 3 % have no intention to implement their action plan in the short-run.

Module 2: Intensified 4-day leadership training workshop for food security champions

During this quarter, Africa Lead's curriculum designers and Master Trainers completed the design and modification for Module 2 training materials including the facilitator guide, participants' manual, PowerPoint presentations, and concurrent session materials. The Module focuses on program/project design, project implementation and monitoring, and the Rapid Results Approach.

The "standard" Module 2 curriculum has the following key sessions:

- 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
- Action planning
- Team building: Success factors for effective implementation
- Joint Sector Review methodologies.

Beyond, core subject maters, Africa Lead finalized the full integration of Rapid Results Approach (RRA) in Module 2. RRA 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. RRA will be core to actualizing the Module 2 training.

Africa Lead firmly believes in utilizing available local resources and enhancing facilitation and technical skills which will leave a strong local capacity sustain the project goals upon phase out. Under these premises, during this quarter, Africa Lead, in preparation for the launch of Module 2, delivered TOT to 11 West African local trainers (4 women and 7 men) and the Africa Lead EA Training Manager. Trainers provided useful feedback to further improve the training materials before delivering the course. Trainers' comments include language and wording changes to fit local contexts and these have been incorporated into the final training materials. The trainers hailed from Ghana (3), Nigeria (2), Benin (1), Sierra Leone (1), Burkina Faso (1), Liberia (1), Mali (1), Senegal (1) and Kenya (1). These local trainers will deliver all subsequent Module 2 trainings in the region with support from an Africa Lead Master Trainer for the first delivery in each country.

Champion Helps Farmers by Availing High Yielding Seeds

Kenya

A principal examiner of Kenya Plant Health Inspectorate Service (KEPHIS), Simon Komen works to empower small holder farmers through enhancing their food security. While attending Africa Lead's CAADP Champions for Change training, Simon was challenged and inspired by the idea of "think outside-the-box" concepts as they could have a real local impact. Soon after the training, Simon, in coordination with his colleagues and local government officials of Ministry of Agriculture, linked small holder farmers in his community with a certified Irish potato seeds supplier in the District. Prior to the market linkages Simon created, it had been expensive for individual small farmers to purchase Irish seeds given the distance between farmers' location and suppliers. Simon educated farmers on the local services available to them, such as high yielding seeds, advantage of economies of scale, and high income horticulture crops. As a result of Simon's advice, small-holder farmers started getting Irish potato seeds and are now reaping the benefits.

During the quarter, Africa Lead launched the delivery of Module 2. The first Module 2 course was delivered in Ghana for a total of 29 participants on March 27-30, 2012. The participants were drawn from research institutions, public institutions, private sector organizations, and civil society organizations and the NGO community. Africa Lead is very proud of the exemplary training and facilitation skills demonstrated by West African trainers Cecilia Vorleto (Ghana), Ebele Yough (Nigeria) and Dr. Clement Ighodaro (Nigeria) during the successful first delivery of Module 2. Africa Lead Master trainer Paul Purnell attested that, "These facilitators demonstrated thorough knowledge of the course content and through their great energy and enthusiasm brought the Module 2 course to life for the 29 participants. As a result of the great expertise and efforts of these facilitators, Ghana now has seven Rapid Results Initiative teams that are poised to launch meaningful food security and agricultural productivity projects throughout Ghana."

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

As the program matures, much of our work focuses on technical training and other capacity building efforts that flow out of our Task 1 (Leadership Training) and Task 3 (Institutional Capacity Assessments) work.

Task Two was the most active Task area during this quarter with the program facilitating creative on-the-job learning experiences for agribusiness entrepreneurs, and business people and promoters.

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 challenges to their operations.

The agriculture leadership program has taken substantial time to mature but we are beginning to reap the fruit of our patient attention to building relationships with a few companies and associations that we believed could provide support to private sector capacity building.

During this quarter the two main "senior internship" placements the program undertook were to place Tizita Alemu, Inspections Manager at the Ethiopian Commodity Exchange in the Cocoa Risk Management Group of Hershey Co. for two months, where she filled the role of Global Procurement Associate. We also placed Gerald Masila, Executive Director of the Eastern Africa Grains Council (EAGC) into a 3-week ALP "residency" within the Commodity Derivatives section of the Johannesburg Stock Exchange (JSE- formerly SAFFEX). Africa Lead also began to explore ways to place Malians from a wheat producing and flour milling company on a large wheat producing and milling company in a French speaking country with climate somewhat similar to Mali, possibly in North Africa.

Tizita Alemu was placed at Hershey Co., in Hershey, Pennsylvania for an ALP Residency of 7+ weeks from February 22 through April 13. The rest of her 2-month trip in the US was spent in briefings and out-briefings in Washington (Africa Lead Bethesda office and USAID/Washington presentation). Upon Tizita's arrival from Addis Ababa, Ethiopia, Africa Lead arranged for her airport transfer and lodging over the weekend. On Tuesday, February 21, we met with her and provided detailed explanation regarding the nature and terms of the placement and to field any remaining questions she had. The Africa Lead M&E Manager also administered a pre-placement survey which will be followed at the end of the assignment with a post-placement survey intended to assess the amount and nature of learning Tizita experienced in Hershey. Africa Lead drove her from Bethesda to Hershey where we finalized arrangements with the apartment complex selected to lodge her during her stay, and set her up in her apartment, which we had rented earlier.

Initial reactions from phone and email discussions with Tizita and with her primary mentor at Hershey indicated that the experience had been mutually beneficial. In the first phone interview with her, Tizita mentioned that she

learned about how private sector food companies use commodity futures to hedge their risks. Further she mentioned what would be valuable as she provides onward training to the ECX in its efforts to establish a futures market precisely to help in risk management and mitigation.

Gerald Masila was placed at the JSE for a 3-week ALP Residency from March 12 to April 2, where he worked in the Commodities Trading Division under the mentorship of Chris Sturgess, Director of Commodity Derivatives, at JSE. Africa Lead SA office provided logistical support such as airport transfers, accommodation, per diem disbursements, etc. Because of the relative proximity between the program's Pretoria office and where Gerald was staying, we had more frequent contact with him and he was invited him to two USAID meetings. Gerald is the first of three Agribusiness Leadership interns that JSE has graciously agreed to host over the next few months. JSE will provide a thorough orientation to the Commodities Market in South Africa and expose interns to all operational functions (e.g. trading, clearing and physical delivery, IT, surveillance and legal aspects, etc.) Interns will have an opportunity to interact and discuss the market practice in detail; and visit key players, such as brokers, banks, and a storage operator.

We were informed by Gerald that his placement at the JSE came at an opportune time because whilst at JSE, he received a request from the Kenya Ministry of East Africa Community Affairs asking for his input into the design and terms of reference for a study on the establishment of a regional commodity exchange for East Africa. His statement to his mentor at the JSE was:

> *As you can see, the opportunity to be here for the internship is indeed timely as I will be in a position to give advice and directions and more importantly drive the process of establishing a regional commodity exchange for our region and will be making reference to you as we go along.*

FPRI Partnership for Training Country SAKSS Networks: To underpin the mutual accountability framework of CAADP, strategic analysis and knowledge support systems have been or are in the process of being be set up at the regional and national levels. This activity is designed to help in this process at the country level (SAKSS vs. ReSAKSS). Africa Lead will provide financial support to IFPRI for the provision of a series of training sessions designed to help countries establish strong data collection and analysis systems in keeping with the CAADP goals.

During this quarter Africa Lead agreed to an approach recommended by IFPRI and has set in motion a process to provide funding for SAKSS trainings to be conducted in country groupings. The Contract will be signed and trainings will begin early in the next quarter.

WFP Partnership for Training Country Food Security Teams: Under Feed the Future the goal is not simply to improve agriculture or food production but to help governments in Africa do a better job of helping their citizens achieve food security. This goal can only be achieved effectively if governments have quality data about food availability at various levels within a country and also have qualified analysts to ensure the data are used to design effective interventions.

During this quarter Africa Lead came to agreement and has co-developed a scope of work with WFP to conduct food security baseline assessments and analysis in both Ghana and Liberia to strengthen the capacity of the Ghana Ministry of Food and Agriculture (MOFA) and Statistical Service (GSS) as well as the Liberia Ministry of Agriculture (MOA) and Institute of Statistics and Geo-Information Services (LSGIS). These trainings will begin in the next quarter.

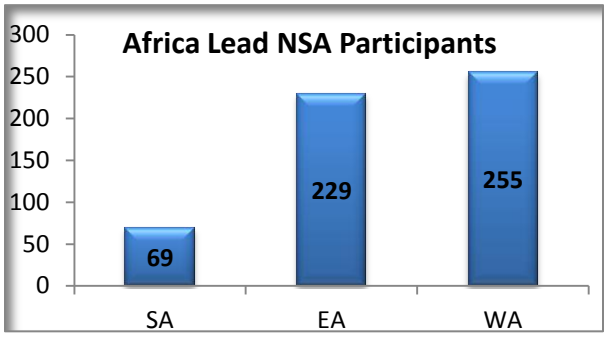
Activity 2.2 Non-State Actors (NSA) CAADP Engagement Workshop and Training:

Despite stakeholder engagement being one of the hallmarks of the CAADP approach, there remains widespread sentiment among non-state actors (NGOs and private sector) that their views are not sufficiently taken into account as approaches and programs are shaped. The bulk of Africa Lead support to strengthening NSA engage-

ment with the government on the shape and structure of CAADP National Agriculture Investment Plans took place in the previous quarter (Q4 2011).

Despite stakeholder engagement being one of the hallmarks of the CAADP approach, there remains widespread sentiment among non-state actors (NGOs and private sector) that their views are not sufficiently taken into account as approaches and programs are shaped. The bulk of Africa Lead support to strengthening NSA engagement with the government on the shape and structure of CAADP National Agriculture Investment Plans took place in the previous quarter (Q4 2011). During this quarter, the Africa Lead WA office organized two NSA workshops in Mali and Liberia. The goal of both workshops was to coordinate NSA involvement and impact in the planning, implementation, and monitoring and evaluation of the countries' Agricultural Investment Plans.

Since the inception of its program, Africa Lead has organized 11 NSA CAADP Engagement Workshops, delivered in collaboration with national and supra-national NSA groups and local and international partners. In 11 NSA workshops, Africa Lead reached out to a total of 553 NSAs from the private sector, NGOs, and CSOs. In terms of regional distribution, WA reached 255, EA- 229, and SA-69 NSAs through the life of the project.



Activity 2.2: 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 alumna 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 to Eastern Africa on February 18-March 3, 2012, the COP together with the EA DCOP, met with nearly 200 national Champions for Change 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. The Champions the COP met in EA hailed from Rwanda (31 Champions), Tanzania (34 Champions), Uganda (92 Champions), and Kenya (41 Champions). Approximately 10 hours of meetings and observations of Champions were recorded. These will be transcribed to texts and reviewed for inclusion in subsequent reports and success stories.

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

Determining and prioritizing what capacities need to be strengthened is a critical step in improving agriculture and food security outcomes in Africa. In view of this, the Africa Lead team conducted two capacity assessments in WA and EA. The assessment in WA was a "high-level" mapping exercise and rapid assessment of the managerial and technical capacities of over 30 public, private and community-based institutions that play and can potentially play a major role in advancing agriculture and food security in Northern Ghana while the second assessment was conducted for ACTESA in EA; while the second assessment was conducted for the COMESA/ACTESA in Lusaka, Zambia. *See WA and EA Task 3 section for details.*

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 (David Callihan) was involved in recruiting STTA, developing customized assessment approaches, and ensuring the teams used standard methodological approaches. He also provided conceptual and methodological support for upcoming assessments to be conducted in East Africa.

LIST of Institutions for which Africa Lead has Conducted Capacity Assessments

- TAFSIP
- Ghana METASIP Steering Committee
- CILSS
- TAHA
- CORAF
- CAADP country team in Tanzania and Ghana
- 9 Southern Africa Resources Institutions
- 4 ECOWAS institutions
- 20 Agricultural Institutions in Northern Ghana
- COMESA/ ACTESA (2 Rounds)

During this quarter, Africa Lead (COP-David Tardif-Douglin) and Africa Lead Institutional Capacity Assessment Specialist (David Callihan) met with Africa Lead's USAID COTR Jeff Hill to consult on Africa Lead's capacity assessments and review methodology. Jeff Hill asked Africa Lead to develop potential model case studies from Ethiopia and Rwanda. The case study is expected to outline lessons learned as to how the CAADP process has been implemented in those countries. In response to this, Africa Lead is preparing terms of reference and in the next quarter, Africa Lead will start the desk research and field visits to develop the case studies. The meeting also updated Jeff Hill on the progress of Africa Lead in terms of institutional capacity assessments.

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

Activity 4.1: Improving the Database Features

This quarter the following new features were added to the Africa Lead short courses database:

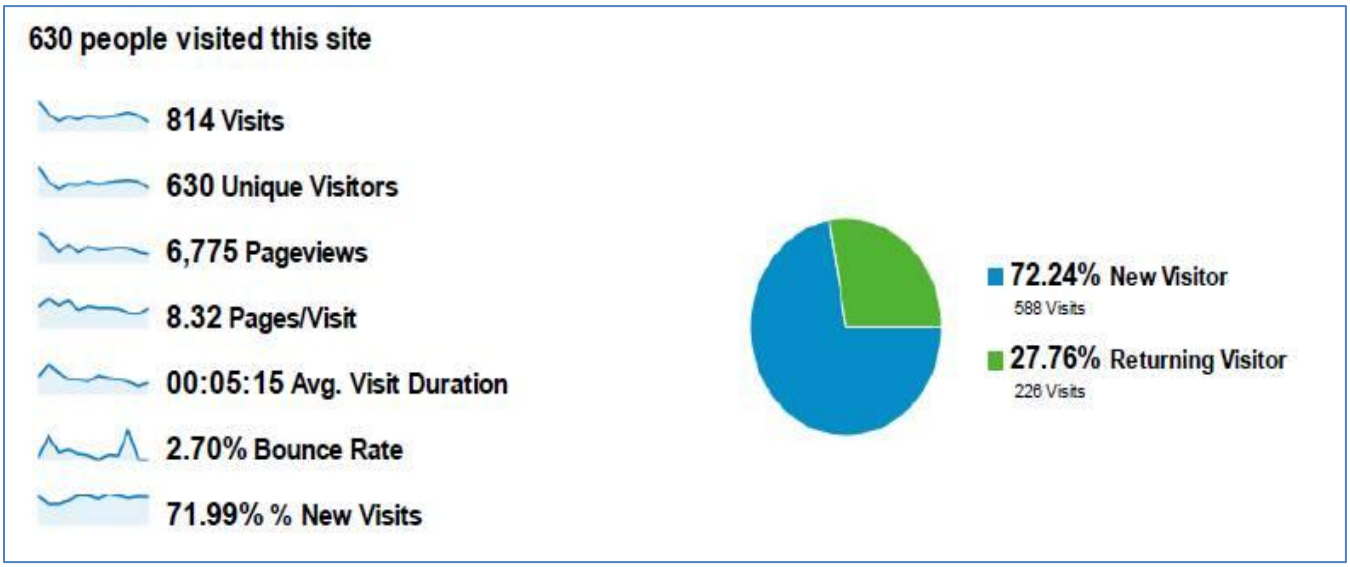
1. A calendar view has been added that shows the start dates of courses (if they have dates associated with them);
2. A relational tagging function has been added so that a user can view a course and then see other courses that were viewed in similar searches;
3. In the back-end, courses can now be labeled as "reoccurring" if they are yearly events. This allows database administrators to search specifically for reoccurring courses and make updates to dates;
4. Existing courses can be copied to a new draft so that if several courses share similar information, it does not have to be re-entered; and
5. Users can now filter courses by language on the search page. On the back-end, administrators will need to choose a language from a drop-down menu.

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

During this quarter, MSU staff performed periodic quality assurance checks of the courses entered in search of spelling, formatting, and other technical errors. In addition to courses entered by the regional offices, MSU staff has been searching for additional courses, especially from Indian and Australian institutions. So far, Africa Lead has entered over 450 short courses offered by over 110 institutions offering short courses in Africa and elsewhere including the United States.

Activity 4.3: Marketing the Short Course Database

During this quarter, the Africa Lead M&E Manager sent out e-mails to groups of people in three rounds to remind Champions for Change and NSAs to visit the short courses database. The first email was sent to over 175 Champions and NSAs. The second round of emails was sent to an additional 70 Champions and NSAs, and the third round reached an additional 40 Champions. In addition, MSU sent out e-mail blasts to over 700 contacts in January resulting in a spike in visitors to the database as seen in the Figures below.



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. It is of great importance to Africa Lead to continue to identify courses and make the list of courses available to potentially interested parties, likely beneficiaries, as well as likely funders.

During this quarter, Africa Lead held discussions with OER Africa (Open Educational Resources (www.oerafrica.org)) about transferring the database. OER Africa is well known to the Africa Lead consortium member, MSU, and is on the ICT Advisory Board of another organization Africa Lead would like to have in-

volved in the care and feeding of the database following the completion of the contract in collaboration with RUFORUM. After in-depth thoughts and looking into different factors, Africa Lead decided to part the responsibility of the management of the database between OER and RUFORUM. While the responsibility will be shared, the majority of the management and maintenance responsibilities will rest on OER. Africa Lead considered key parameters to choose OER taking the leading role in administering the database over RUFORUM.

- OER has a long-standing work, partnership, and collaboration experience with higher education institutions in Africa;
- OER's significant work experience with institutions and universities based in remote areas in Africa;
- OER activities and partnership cover most part of Africa while RUFORUM works only in EA which limits RUFORUM ability to provided services to SA and WA; and
- OER has proven experience in hard technical skills such as database maintenance which would increase the chance of continually maintaining the database in the long-run.

Africa Lead believes that the engagement of RUFORUM in taking partial responsibility in partnership with OER is beneficial for the long-term partnership between OER and RUFORUM, and managing the database in this manner will result in knowledge flows to build the capacity of RUFORUM from the vast experience of OER.

The Africa Lead Operations Director in consultation with MSU developed a grant proposal to facilitate the transfer. The transfer is a gradual process that will start in May 2012 and go through September 2012. The lead time between May and September will allow OER to utilize MSU's vast experience to get assistance for any technical and administrative difficulties.

Continental-Level Plans for Next Quarter:

Task 1: Task One: Provision of Leadership Training to African Food Security Leaders

Module 1

- Update and refine Module 1 facilitator guide for Southern Africa region;
- Support high level government officials Module 1 training in East Africa, scheduled for June 2012, as required;
- Support USAID Forward training design and delivery for Kenya as required, dates TBD;

Module 2

- Support the launch of Module 2 in Liberia, by providing a Master Trainer to provide technical support for the first delivery, April 24-27, 2012;
- Support the launch of Module 2 in Nigeria, by providing a Master Trainer to provide technical support for the first delivery, dates TBD;
- Support the launch of Module 2 in Mali, by providing a Master Trainer to provide technical support for the first delivery, dates TBD;
- Support regional Module 2 delivery in East Africa as required, May or June 2012;
- Support regional Module 2 delivery in West Africa as required, dates TBD;
- Support Module 2 facilitation and coaching teams (ongoing).

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

- Placement of at least 3 more ALP Senior Interns;
- Delivery of IFPRI SAKSS trainings;
- Delivery of WFP Comprehensive Food Security and Vulnerability Assessments.

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

- Case study best practice review of CAADP implementation process in Rwanda and Ethiopia;
- Finalization of ACTESA Assessment;
- Management and implementation of Bridge Capacity Building Plans for CILSS and CORAF;
- Capacity Assessment of CAADP Nigeria process;
- Possible Capacity Assessment of ECA;
- Other assessments that may emerge.

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

- Locate new host for database – expect that to be OER Africa/SAIDE co-located in South Africa and Kenya;
- Assist with concurrent database set up—MSU will continue to run a version and so will OER Africa
- Train new host on database implementation;
- Train host on uploading courses, finding courses, implementing a marketing communication strategy.

EAST AFRICA PROGRAM

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

Number of sessions EA has hosted since project inception	
Task 1	
Module 1	22
Module 2	1
Task 2	
NSA	5

Module 1: Development and roll out of a 4-day leadership training workshop

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, Module 2 project design, implementation and management training, and to supporting the networks of Champions (graduates of Module 1 Leadership Training). However, there is a strong interest from USAID/ South Sudan mission on the provision of Module 1 training in the next quarter.

Africa Lead also expects a one day High Level Module 1 Training for Tanzania in the next quarter. Africa Lead EA had delivered a similar "Super Champion" High level Module 1 training in November 2011and there is now potential to provide the same for 300 Ugandan parliamentarians as the training had created a very positive reaction.

Module 2: Intensified 4-day leadership training workshop for food security champions.

No activity related to this activity was implemented during this quarter.

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

Africa Lead made substantial and measurable progress on the agribusiness internship program during this quarter. The East Africa office facilitated the internships of two EA agribusiness professionals, one to Hershey Co. in the U.S. and the other to the Johannesburg Stock Exchange (JSE) Commodity Division. The Hershey Co. accepted and hosted an East African, from the Ethiopia Commodity Exchange as the first intern studying commodity price risk management. The intern, Tizita Alemu, arrived in the U.S. mid February 2012. Also during this quarter, Africa Lead has been in constant communication with Hershey Co. executives to further strengthen the partnership for a long-term collaboration and future internship opportunities.

Africa Lead/EA was also successful in facilitating internship linkage of the East Africa Grain Council Executive Director Gerald Masila with JSE in this quarter. Gerald started his internship with JSE on March 12. In addition to his internship "job", Gerald attended the two day USAID Southern Africa Feed the Future Regional Workshop on March 19&20, 2012. In his e-mail exchanges with the SA DCOP, Jennifer Baker, Gerald notes that "the internship is indeed

INTERNS' EXPECTATIONS ABOUT THEIR INTERNSHIPs

"With the Knowledge and skills I am hoping for from my internship, I will be able to offer support, advice and guidance to the existing commodity exchanges in Eastern Africa and the proposed regional commodity exchange, which is expected to assist in risk mitigation, stabilize commodity prices and bring about a transparent price discovery mechanism that is expected to benefit the stakeholders including farmers, traders, and millers". Gerald Masila, EAGC

"Gain experience in Commodity Risk Management. Having an exposure towards commodity futures and options and their use for price risk management in the context of major commodity buyers, and apply the knowledge and skill in ECX's context". Tizita Alemu, ECX

timely given that I have strengthened skills and understanding in commodity futures and marketing to tackle the request I have gotten from the Kenya Ministry of East Africa Community Affairs to help them in the design of a TOR for a assessing the viability of regional commodity exchange".

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

No activities were implemented during this quarter.

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

No activities were implemented during this quarter.

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, the Africa Lead COP and EA DCOP held two week long management visits in five EA countries (Kenya, Rwanda, Uganda, South Sudan, and Tanzania) and met around 200 Champions for Change Alumna. The purpose of the visits were to create face-to-face discussions with Champions in order to promote interaction and help reinforce a network of Champions who embody the spirit of and culture of working together to advance the food security agenda in Africa.

Champion Promotes Women's Land Rights

Rwanda

A CAADP Champion for Change, Joseph Ndabamenye recognizes the impact of land rights on women's sustainable food security. Joseph is a program coordinator at UNICOOPA in Gikongoro, Rwanda. UNICOOPA is a local agricultural cooperative union. Joseph notes that, in Rwanda, land ownership is dominated by the custom that gives the right of land possession to men. Following Africa Lead leadership training, UNICOOPA, under Joseph's leadership, designed a project aimed at promoting rural women's land rights in his community. UNICOOPA submitted the project proposal to different organizations. TROCAIRE, a UK based development organization, awarded UNICOOPA a small advocacy fund. With this funding, UNICOOPA organizes a series of one day sensitization programs to advocate for rural women's land rights in the community. UNICOOPA prepares posters, fliers, and T-shirts that promote women's land rights. The sensitization program reaches over 1,000 community members, while national and local radio broadcasts the event. According to Joseph, since UNICCOPA launched the sensitization programs, women demonstrate the courage to ask for their rights to local administration offices. Over 100 women UNICCOPA members have requested supporting letters in their land appeal application to local administration.

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

At the request of USAID, Africa Lead/ EA supported a complex logistical facilitation for the Joint IGAD Ministerial and High Level Development Partners meeting on resilience in the Horn of Africa (HOA). The meetings were originally to be held late March but at the last minute were moved to April 3rd and 4th, 2012 in Nairobi, Kenya. In its final iteration, the HOA meeting will be an IGAD Ministerial preceded by technical experts meetings from the member states. For the first time, ever, development partners were invited to join these meetings and also created a session entitled "Doing Business Differently" in which all acknowledged that the way forward

was to work in harmony and coordination. The overall agenda of the meetings focus on the central theme of "getting prepared and establishing priorities for the next drought season and development of programs". The meeting is expected to bring development partners together to make strategic planning and consulting on how to get Africa out of dependency. The logistical support arrangements to the HOA meetings has been time consuming given the complexities of the relationships amongst the organizing committee and Africa Lead is proud to be engaged in providing the logistical support to this important meeting.

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

Activity EA 3.1.1: Conducting Capacity Needs Assessments with COMESA Agriculture Programs including ACTESA

During this quarter, the Africa Lead assessment team comprised of Gary Mullins, DAI Senior Development Specialist; David Omambia, Africa Lead EA Training and Institutional Liaison Manager; and Mwenda Mumbuna, a consultant, headed to Lusaka, Zambia to conduct capacity assessments of ACTESA. ACTESA is a specialized institution that operates under COMESA to integrate small farmers into national, regional and international markets to increase international trade in agricultural commodities. The assessment is the first in a series of two. The objective of the first round assessment is to assess the resources and capacity ACTESA currently has and, equally importantly, those it will need to acquire to manage for development results over the course of its new five-year program. The assessment principally focused on an institutional assessment of ACTESA, but also included an analysis of the Sanitary and Phyto-Sanitary (SPS) Office and a review of the COMESA CAADP function in relation to ACTESA's CAADP mandate.

While conducting the first round ACTESA assessment, the team also participated in the last day of the mid-term review conducted by the World Bank's Multi-donor Development Trust Fund (MDTF) in support to the CAADP Program. The overall objective of the review was to assess the progress made on implementation of the strategic and operational plans associated with the Child Trust Fund[1] support provided to CAADP. The review meeting was important for the assessment team because of ACTESA's relationship with CAADP, which is to provide support to its mission in alleviating food insecurity. The review of the results framework during the meeting provided an opportunity for the team to understand the capacity issues of the CAADP Unit.

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. During this quarter Africa Lead M&E Manager from Bethesda office uploaded around 10 short courses offered in EA in Ethiopia, Uganda, and Kenya.

East Africa Regional Plans for Next Quarter:

- Deliver Joint Ministerial and High Level Development Partners Meeting on Drought Resilience in the Horn of Africa event including facilitation, organization and logistics of all kinds.
- Deliver the High Level Tanzania government event on private sector opportunities within SAGCOT
- Prepare and deliver for the Ministerial and parliamentary "Super Champions" event in Dodoma in June
- Deliver Module 2 in East Africa
- Send several scientists to USA ; Rwanda to University of Illinois; Uganda to USA

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[1] The Child Trust Funds refer to sub-funds of the "parent" Multi-donor Trust Fund (MDTF).

- Organize and facilitate the USDA study tour to USA for several scientists
- Work with South Sudan to implement the CCADP and Ministry of Agriculture retreats and trainings in the concept note
- Organize the first batch of Sokoine University interns
- Send at least 2 more EA interns to USA and 2 more to JSE
- Uganda Super Champion event for 300 parliamentarians

WEST AFRICA PROGRAM

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

During this quarter, much of Africa Lead/WA office's focus was on Task One (Module 2 training). The training focuses on project and program design, implementation, financial management, monitoring and evaluation and the Rapid Results Approach. There were no Module 1 trainings held in West Africa during the quarter under review, but the program expects to have trainings in both Mali and Senegal next quarter (April- June, 2012).

Number of sessions WA has hosted since project inception	
Task 1	
Module 1	17
Module 2	1
Task 2	
NSA	7

Module 2: Intensified 4-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 are implemented 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. The training includes classroom trainings followed by periodic coaching visits (by national trainers) to advise participants on any questions that arise in the implementation of their 100 Days Rapid Response Approach (RRA) Action Plans, which will be a core feature of the training.

During this quarter, the Africa Lead/ WA office went through two steps before launching Module 2 trainings. The steps involved TOT sessions for trainers in the region and participant recruitment strategies for Module 2 trainings. Africa Lead's Module 2 curriculum designer held a review/TOT session for 11 West Africa Module 2 trainers in Accra, Ghana from January 23-27, 2012. The trainers were drawn from 8 countries: Ghana (3), Nigeria (2), Benin (1), Sierra Leone (1), Burkina Faso (1), Liberia (1), Mali (1), and Senegal (1). Africa Lead/ EA Training Manager also attended the TOT, which has a secondary goal. The TOT was aimed at testing the relevance of training materials to the regional context through participants' feedback.

To what institutions and individuals would be most benefit from Module 2 training, Africa Lead/WA office conducted a half day consultative meeting with selected leaders and decision makers from private, public, research, media and civil society institutions. These meetings were held in Ghana and Liberia on March 8 and March 13, respectively. A total of 20 senior leaders attended the consultative meeting in Ghana while 39 attended in Liberia. Prior to the meeting, the Africa Lead/ WA office designed a recruitment strategy to identify the key drivers who contribute to the National Agriculture Investment Plan (NAIP) in both countries. The ultimate goal of the meetings was to introduce the Rapid Rural Approach methodology to leaders who in turn identified appropriate key front line staff to attend the training. The meetings resulted in the identification of over 60 participants from Ghana and Liberia respectively. The uniqueness of Module 2 is that 3-4 participants are selected from one institution to spearhead institutional changes and facilitate the implementation of the 100 days Rapid Result Action plans.

During the quarter, Africa Lead launched the delivery of Module 2. The first Module 2 course was delivered in Ghana for a total of 29 participants on March 27-30, 2012. The participants were drawn from research institutions, public institutions, private sector organizations, and civil society organizations and the NGO community. At the end of the training participants developed their 100 days Rapid Result Action plans. Africa Lead is very proud of the exemplary training and facilitation skills demonstrated by the West Africa trainers-- Cecilia Vorleto (Ghana), Ebele Yough (Nigeria), and Dr. Clement Ighodaro (Nigeria) during the successful first delivery of Module 2.

Accra, Ghana Module 2 Training, March 27-30, 2012

Africa Lead Master trainer Paul Purnell attested that, "These facilitators demonstrated thorough knowledge of the course content and through their great energy and enthusiasm brought the Module 2 course to life for the 29 participants. As a result of the great expertise and efforts of these facilitators, Ghana now has seven Rapid Results Initiative teams that are poised to launch meaningful food security and agricultural productivity projects throughout Ghana."

Africa Lead WA office anticipates the delivery of two more Module 2 trainings in Ghana, three sessions in Liberia, two sessions in Mali, and one session in Nigeria in the next quarter. The Africa Lead/WA office is developing a SOW for the translation of Module 2 and accompanying materials into French language for the Mali training.

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

Africa Lead WA office organized two Non-State Actor workshops in Mali and Liberia during the quarter under review. The NSA workshop in Mali took place from February 21-23, 2012 in Mali, Bamako with 46 civil society and private sector participants attending. In Liberia, 45 participants attended the NSA workshop from February 22-24, 2012. Out of the 47 participants who attended the Mali NSA workshop, 17 were female and 30 were male; while in Liberia out of the 45 participants, 15 were female and 30 were male.

Activity 2.2 Customized Training Courses for West Africa Regional Organizations

This activity is expected to begin in the next quarter (April -June, 2012). Africa Lead envisions various forms of short-term capacity building interventions to CILSS and CORAF in the form of on-site workshops, coaching, mentoring, and short course trainings. During this quarter, Africa Lead COP and WA DCOP had a teleconference meeting to refine planning idea in order to expedite the process in the next quarter.

Activity 2.3 Non-State Actors (NSA) CAADP Engagement Workshop and Training:

During this quarter the West Africa office prepared for and provided financial, organizational and logistical support for NSA CAADP Engagement Workshops in Mali and Liberia. The workshop in Liberia organized by Action Aid Liberia and included a total of 48 participants, 36 men and 12 women participants from across the spectrum of non-government or non-state actors. Prominent organizations participating in the workshop included University of Liberia, BRAC, NGO Coalition of Liberia, Africare and Farmer's Union Network.

The workshop in Mali organized by Association des Organizations Professionnelles Paysannes (AOPP) and included 46 participants (29 men and 17 women) from a wide range of non-state actors eager to participate fully in the CAADP process in Mali. Prominent organizations that played key leadership roles in the workshop and its follow up included CNOP : Coordination Nationale des Organisations Paysannes, OXFAM, SNV, and Marche Mondiale des Femmes.

Activity 2.4: Other Regional Training Courses and Workshops

The Africa Lead WA office M&E coordinator attended USAID/WA Regional M&E workshop held in Ouagadougou, Burkina Faso on March 19-21, 2012. In addition, 13 key staff of CILSS and 4 key staff of CORAF attended

this workshop. Though CILSS and CORAF staff were not supported directly by Africa Lead WA office for this workshop, their participation in the regional M&E workshop will lay a foundation for Africa Lead's planned capacity building short courses for the two institutions. The agenda of the workshop among others included managing for results concepts, building a results framework, selection and use of performance indicators, completing a performance management plan, and data quality issues. The workshop also highlighted a brief overview of the USAID Feed the Future Strategy, including the results framework and performance indicators.

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

During the review quarter, in WA, an Africa Lead assessment team conducted a mapping of the key actors operating in the Ghanaian agricultural sector to better understand Ghana's institutional landscape and capacities. The assessment was conducted as a prerequisite for initiating the capacity development component of the Feed the Future (FTF) Initiative's support for modernizing Ghana's agricultural sector. The exercise also ranked public, private, agricultural research and civil society organizations according to their importance as drivers of the results expected from USAID-Ghana's investment in Feed the Future. The assessment team identified key overarching issues to be addressed to advance agricultural and food security constraints in Northern Ghana. Africa Lead WA DCOP Carla Denizard, together with the assessment team, provided a debrief of assessment findings and recommendations to USAID/Ghana (January 2012).

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

The WA team uploaded over 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.

West Africa Regional Plans for Next Quarter:

WA Mission

- Implement capacity development plans for CILSS and CORAF -send staff on short courses, on-site workshops, and Module 2;
- Start Regional Climate Smart Assessment for ECOWAS Agriculture Commission.

Nigeria

- Conduct Module 2 training for 30 Nigerians;
- Conduct institutional capacity assessment in collaboration with IFPRI.

Ghana

- Conduct two Module 2 training workshops for total of 65 participants;
- Send MOFA PPMED staff on short-courses in the region;
- Organize WFP training workshops.

Mali (pending peaceful political resolution)

- Conduct 2 Module 1 trainings;
- Conduct one capacity assessment;
- Develop 5 Agribusiness Internships.

Senegal

- Conduct Module 1 training for 20 Senegalese.

Liberia

- Conduct 3 Module 2 trainings in Monrovia reaching 100 participants;
- Conduct workshops and seminars at the Cuttington University Agriculture;
- Organize WFP training workshop.

IFPRI

- Facilitate regional IFPRI workshops in Dakar, Senegal.

SOUTHERN AFRICA PROGRAM

The Southern Africa office deepened its in-country training delivery approach under the buy-ins from the Zambia and Zimbabwe missions. During the review quarter, the Southern Africa office delivered three in-country standard Module 1 Champions for Change trainings in Zimbabwe and Zambia. 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 Zimbabwe and Zambia.

Number of sessions SA has hosted since project inception	
Task 1	
Module 1	13
Module 2	--
Task 2	--
NSA	2

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

Module 1: Development and roll out of a 4-day leadership training workshop

During this quarter, the Africa Lead SA team delivered two Module 1 Champions for Change trainings in Zimbabwe and Zambia. The training in Zimbabwe is the first in-country session while it is the third session in Zambia.

In Zimbabwe a total of 30 participants were trained in the "Champions for Change for Scaling up Food and Nutrition Security" in Africa training workshop held on January 30 to February 3, 2012. The participants attended the training had equal gender participation drawn from the private sector, public sector, academia, CSOs, and the media. Professions represented were researchers, nutritionists, agronomists, media, social scientists, agriculturalists, development practitioners, spiritual leaders and agricultural business operators. The training also hosted a delegate Mr. James Le Fleur from USAID/Zimbabwe. The presence and participation of the USAID representative throughout the workshop was useful in providing a donor perspective to the issues under discussion and also motivated participants.

Zimbabwe Champions for Change Training (January 30-February 3, 2012)

Selected Participants' Quotes about the Training

"I have found this training to be one of the most relevant that I have attended. It is practical and has energized and empowered me to do something for my country. I would like to recommend the training for every single person and / or institution dealing in Food Security. I look forward to implementing my plans." (*Dimuna Mwanza, Zambia*)

"I have attended many workshops……most of which have ended up fizzling out, and people going back to do their usual things……We can only remain in contact if we have actions/activities that we are doing and that puts us together… We need to take our action plans very seriously." (Simbarashe Sibanda, Troparg Consultancy Services, Zimbabwe)

In Zambia, a total of 27 (7 female, and 20 male) participants attended the second session of Module 1 CoC training held on13-17 February 2012.The participants hailed from the private sector, public sector, academia, civil society and the media (Agricultural Information Services). Professions represented were agriculturalists, veterinarians, researchers, business people, social scientists, development practitioners, and journalists.

Participants note that the training was a resounding success in generating enthusiasm for the CAADP agenda in both countries. Champions reflected their motivation and energy through the development of individual and group action plans at the end of both trainings. The group plan of the Zimbabwe Champions emphasizes influencing the process of the development and implementation of the Zimbabwe Compact and agricultural investment plan while the Zambia group plan highlights mainstreaming climate change in CAADP. Both plans formulate a timetable and clear responsibility among Champions about how the plans are to be implemented following the training. Additionally, the plans incorporate performance indicators and planned targets to assess implementation progress.

In addition, SA also delivered a second Module 1 training of Champions for Change in Zimbabwe from March 12-16, 2012. Twenty nine participants attended the training, fourteen women and fifteen male. Prior to the course, SA held a 4 days TOT to build a larger cadre of trainers in Zimbabwe who have a capacity to deliver the course after the close of SA office in July 2012. The TOT includes building facilitation and delivery skills and training methodology in addition to a deeper content of Module 1.

Zambia CAADP Champions Open Facebook Page

Zambia CAADP Champions created their own Facebook page to provide members a platform for information exchange and promote evidence-based engagement with issues of food security in the country. The newly created social network, which is now a few months old, has already proposed to collaborate in developing innovative agriculture and food security agenda and outreach to increase awareness about CAADP. The Facebook page fosters team work and coordination to combat the country's age-old enemy: food insecurity. Through the Facebook page, members interact, share knowledge and new research practices. A recent hot interactive dialogue on the Zambia CAADP Champions Facebook page on a new book entitled "Putting Heads Together: Agricultural Innovation Platforms in Practice" evidences the commitment of Zambia's Champions to bring their hands together to advance food security agenda in their country. Currently, the Facebook page has membership size of 100. All the members are Africa Lead Leadership and Change management training alumni.

Visit CAADP Zambia Champions at
http://www.facebook.com/pages/Caadp-Champions-Zambia/250600874994276

Module 2: Intensified 4-day leadership training workshop for food security champions

Given the limited time remaining in the SA office's operations and limited funds remaining in the Zambia and Zimbabwe buy ins, SA will not deliver any Module 2 sessions, but will instead focus remaining resources on a series of Module 1 trainings in 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 DCOP, Jennifer Baker consulted with the Johannesburg Stock Exchange (JSE) for possible internship opportunities for agribusiness professionals from Southern Africa region engaged in commodity market. In view of this, the JSE agreed to host 3 interns over the next several months—two from East Africa and one from Zambia.

Facilitate placement of interns in South African organizations (Activity SA 2.1.3.2)
During this quarter, the SA office facilitated and provided logistical support to an EA intern from East Africa Grain Council (Gerald Masila) hosted by JSE.

Activity SA 2.2.13rd Country Training

The SA team in collaboration with the EA office is in the process of facilitating the attendance of nine Zambians to attend the International Cassava Conference to be held on June 18-22, 2012 in Namulonge, Uganda. The conference is a platform to bring key cassava stakeholders, farmers, end-users, researchers, and donor agencies together to discuss major bottlenecks in cassava production and catalyze solutions.

In addition, SA office got in touch with AFAP for possible sponsorship of Zambian participants at IFDC training in the U.S.

Activity SA 2.2.2: Zimbabwe Consultation Workshops

This activity will likely not take place given agreement with USAID/Zimbabwe regarding using the remaining buy in funds for a series of Module 1 sessions.

Activity SA 2.3.1 Assisting with Preparations for NPCA Hosted Continental Events

None were requested during this quarter.

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

No activities were implemented during this quarter.

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

The SA team in collaboration with the Bethesda office M&E Manger identified a number of short courses offered at the University of Pretoria, South Africa. The M&E manager and The SA DCOP entered around 15 short courses offered at the University of Pretoria in the Africa Lead short courses database.

Linnea Hatteberg from Bethesda office has been relocated to SA region to serve as Regional Finance and Administrative Manager. Linnea's responsibility also covers M&E tasks, which will strengthen the SA team to identify and upload new courses in the database in the next quarter.

Support to NPCA – CAADP Coordination Role and SADC

The SA DCOP met with the new COP for Southern Africa Trade Hub (SATH) for possible collaboration and coordination that will benefit SA Champions for Change.

SA DCOP participated in the SA Regional Feed the Future meeting held in Pretoria, South Africa March on 19 & 20.

Southern Africa Regional Plans for Next Quarter:

Zambia

- Week of June 25 - Hold Champions for Change in Zambia;
- June 18-22 - sending 9 Zambians to a Cassava conference in Uganda.

Zimbabwe

- Week of May 14 - Hold Champions for Change in Zimbabwe;
- Week of June 4 - Champions for Change in Zimbabwe.

Agribusiness Leadership

- Apr 30-May 19 - Support Brian Tembo from Zambia for JSE internship (dates to be confirmed);
- June 5-6 - Attend Agribusiness Chamber Conference;
- Follow up regarding Zambian candidates nominated for Hershey's internship.

NPCA Support

- April 17-19 - Attend Mid-Term Review of the CAADP MDTF;
- May 25 & June 7 - Attend NEPAD Business Foundation Southern Africa Agriculture Development Partnership Platform (SAADPP) meetings.

Database

- Upload at least 10 new courses from 2 new institutions into the database.

Other/Management

- Visit by COP to region in June (dates TBD);
- Make preparations for closing the Pretoria office, finalizing all programmatic activities, and demobilizing DCOP by end July 2012;
- Provide logistical support to Southern Africa participants coming to the IFPRI ReSAKKS training in Pretoria in June (date TBD).

PERFORMANCE MONITORING, ADMINISTRATION & OPERATIONS

During this quarter, Africa Lead has hired new M&E Manger Nega Berecha to replace the previous M&E Manager Deborah Greenbon who left the project last December.

Development of Data Collection Forms/Instruments

During the last 18 months Africa Lead has deepened the culture of M&E into its entire program intervention with a view to provide quality program service delivery as well as tracking project results. To this end, Africa Lead has continually updated and designed new M&E tools. Multiple instruments to capture from Module 2 were developed and applied during this quarter. These included a pre-test, post-test as well as daily course evaluation, which will be used to modify the course and provide real-time feedback to trainers. In addition, Africa Lead developed standard pre and post internship evaluation forms to track the success of the increasingly demanded Africa Lead sponsored agribusiness internships. Africa Lead has also reconfigured its knowledge management database (TAMIS) to add new features to increase its usability.

Africa Lead Lessons Learned Research

Africa Lead believes that knowledge and learning is at the heart of evidence based policy design. Over the past six quarters of program implementation, Africa Lead has made considerable efforts to deepen awareness of what works in practice through field visits, developing success and beneficiary stories, e-mail exchanges, distance survey methods, etc. While these methods of learning have been vital in informing Africa Lead's program service delivery approach, their effectiveness in delivering program wide concrete knowledge and learning capabilities in future policy design is limited given the different biases associated with the methods. With the objective of increasing the scope of learning and generating reliable evidences, Africa Lead considers independent lessons learned research on best practices, especially in relation to the different learning and capacity building modalities utilized by the program, and in relation to factors that support networks post training and that support individual champions to succeed with their action plans. Africa Lead, during this quarter, has developed both methodological and administrative plans to conduct program-wide lessons learned research. The Africa Lead COP, the M&E Manager, and the Lessons Learned Research Manager deliberated four meetings to refine the draft road map. During this quarter, Africa Lead has completed the research planning stage. The research will take-off in the next quarter. The findings of the research will be presented at the project completion workshop which is tentatively scheduled for February 2013.

Training for Field Staff – Accra, Nairobi, and Pretoria.

Africa Lead WA office M&E Coordinator attended WA regional feed the future M&E workshop organized by WA Regional USAID mission held in Burkina Faso on March 19-22, 2012.

Operations and Administration

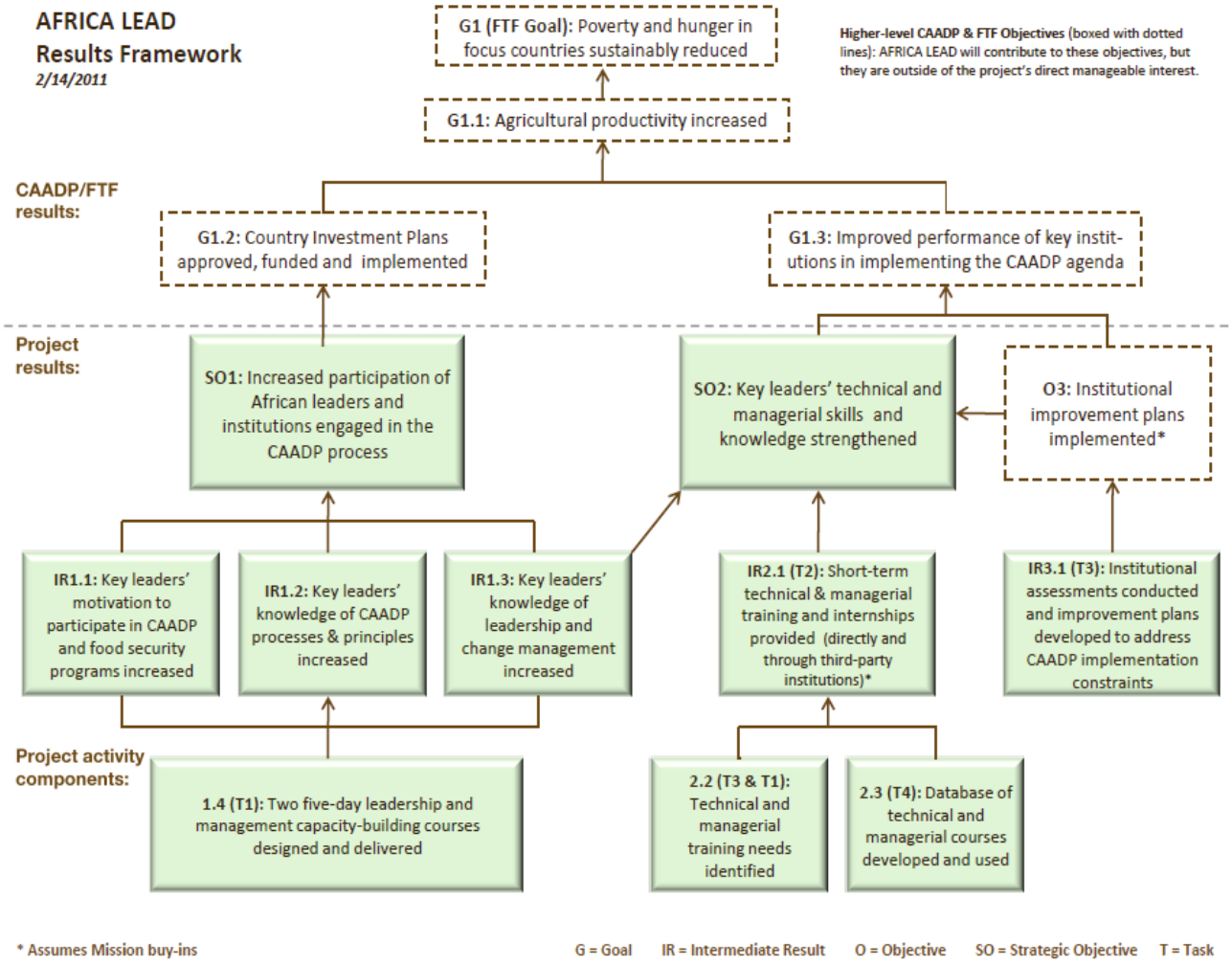
Africa Lead has hired two new regional project coordinators during the quarter. They are Krystle Walthour and Brian Ho. Krystle is coordinating program activities in WA while Brian is coordinating EA program activities. Linnea Hatteberg, who previously coordinating WA and SA, was relocated to Pretoria office this quarter. Linnea will manage administrative and financial matters for SA. Linnea replaces SA Finance Manager, Khanya Mahlati, who left the project in the current quarter.

Plans for Next Quarter:

For the coming quarter, we expect to complete the following high priorities with regard to performance Monitoring and Evaluation

- Develop three success stories and snapshots of Champions for Change with demonstrated accomplishments after Africa Lead training;
- Participate in Africa Lead lessons learned research;
- Continue data collection on Module 1 training impacts;
- Follow up the implementation of 100 days Rapid Action Plans from Module 2 trainings;
- Finish the development of NSA data collection instruments and specialized Module 2 trainings and track 6 month follow-up surveys of NSAs participants;
- And follow the Africa Lead website maintenance to include video clips and synopsis of Module 2 in the website.

APPENDIX 1: Africa Lead RESULTS FRAMEWORK



APPENDIX 2: Africa Lead INDICATOR TRACKING SHEET

	Objectives	Indicator	Dis-aggre-gation	Method/ Source	Fre-quency 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 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 – 6%, Ghana – 5.7%, Kenya – 3.0%, Liberia – 18.7%, Malawi – 8.5%, Mali – 10.0%, Mozambique – 6.7%, Nigeria – -0.3%, Rwanda – 9.6%, Senegal 2%, Tanzania – 10.6%, Uganda – -1.76%, Zambia – -0.07%
	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 critcal to CAADP's success (determined by assessments)*	*region, country, sector*	*Institutional evaluations*	*Yearly*	Africa Lead didn't start the collection of data for this indicator given that no institutions have started the implementation of the recommendations given based on the institutional capacity assessments.
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	496 institutions (307 of the 496 respondents to the Module 1 6-month follow-up survey [61%] indicated that they had increased involvement in CAADP); Regions: East–272, West–143, South-81;
	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	89% for Module 1-Q6 (roughly equal by sex, sector and country)
	IR1.3: Knowledge of leadership and	1.3.1 Percent of Task 1 trainees demonstrating increased knowledge of	country,	Participant training pre-	at trainings	For Q6, 69% self-report increased knowledge in the areas of strategic

	change management increased	leadership principles and change management	sector, sex, Module	vs. post-tests		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)- Module 1; for Module 2 : 11(4 women)
		1.4.2 Number of Task 1 participants trained	country, sector, sex, Module	Tally using attendance sign-in	at trainings	This quarter Q6: 86 (36 women) To date on project: 1,174 (411 women). **Sector**: NGO – 353, Public – 352, Business – 301, Research/University - 158
		1.4.3 Number of Task 1 courses delivered	region, country	Training records	at trainings	52 sessions for Module 1 to date **2** Module 2- Tanzania (37), and Ghana 1 (29) Region Module 1: East–22, West–17, South–13
		1.4.4 Percent of Task 1 trainees reporting high quality instruction	country, sector, sex, Module	Participant training post-test	at trainings	94.7% (n=1112/1174) for Module 1 (roughly equal by country, sector, and sex) 86.4 % (n=32/37) for Module 2 Tanzania doing business with USAID training and we haven't updated the Ghana report as the training was offered end of the quarter and will be included in the next quarter
Task 2	**SO2: Key leaders' technical and managerial skills and knowledge strengthened**	2.0.1 Percentage of Task 2 trainees demonstrating increased technical and managerial skills and knowledge in their institutions	country, sector, gender, type of training	Online survey of trainees' supervisors	6 mo - 1 yr after training	*(Data collection on this indicator to begin Q7 – April 2012)*
	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	6 interns (3 women) 27 sent to training (6 women) 553 NSA workshop attendees (152 women)
		2.1.2 Number of Task 2 training hours received*		Verification with participants and/or supervisors	after trainings	4,176 training hours
		2.1.3 Number of internship days worked*		Verification with participants and/or supervisors	after trainings	3 to date (3 interns), 1 intern for 11 days, 1 intern for 21 days, and 1 intern for 36 days
		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)
1 & 3	2.2 (T3/T1): Technical and managerial training needs	2.2.1 Number of key regional and national institutions for which training needs have been identified	country/region,	Tally using assessment reports	at time of assessmen	1064 total **Sector**: NGO – 322, Public – 306, Business – 296, Research/University - 140

	identified		sector		t	
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	453 Countries with 10+ courses in database: USA, South Africa, Ghana, Kenya, UK, Swaziland, Namibia, Australia
		2.3.2 Number of institutions included in database	country	Tally using database	monthly	111
		2.3.3 Number of hits to web-based database per month	country	Tally using Google Analyt-ics	monthly	814 unique users during Q6 6,775 page views during Q6 Countries with more than 20 unique visitors: USA, Ghana, South Africa, Kenya, Zambia
Task 3	***O3: Institutional improvement plans implemented***	*3.0.1 Number of institutions implement-ing recommended improvement plan actions**	*coun-try, sector*	*Online survey of institutional leaders + special studies*	*after 1 year*	*(Data collection on this indicator to begin during Year 2nd quarter)*
	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	35 Ghana-21, Liberia-1, Tanzania-2, Zam-bia- 1, South Africa-9, West Africa re-gional-6

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

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