



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 2013 (TENTH QUARTER OF PROJECT IMPLEMENTATION)



April 16, 2013
Prepared by Africa Lead
EDH-I-00-05-00004
Washington, DC

DISCLAIMER

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

GLOSSARY

Africa Lead	Africa Leadership Training and Capacity Building Program
ATA	Agriculture Transformation Agenda
AUC	African Union Commission
ARC	Agriculture Research Council
CAADP	Comprehensive Africa Agriculture Development Program
COP	Chief of Party
CORAF	West and Central African Council for Agricultural Research and Development
CILSS	Permanent Interstate Committee for Drought Control in the Sahel
DAI	Development Alternative Incorporated, prime contractor for Africa Lead
DCOP	Deputy Chief of Party
DQA	Data Quality Assessment
EAC	East Africa Community
ECI	ECI Africa Consulting, subcontractor on Africa Lead
ECOWAS	Economic Community of West African States
FANRPAN	Food Agriculture and Natural Resources Policy Analysis Network
FICCI	Federation of Indian Chambers of Commerce and Industry
FTF	Feed the Future
GIZ	German International Development Agency
ICT	Information and Communication Technology
IFPRI	International Food Policy Research Institute
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)
SUA	Sokoine University of Agriculture (Tanzania)
TOT	Training of Trainers
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, was initially a two-year task order under the RAISE Plus Indefinite Quantity Contract (IQC) mechanism, designed to run from September 20, 2010 to September 30, 2012, with a budget ceiling of \$21,332,381. As of a September 30, 2012 contract modification, the Program was extended for one year (through September 2013) and the ceiling was raised by \$4,850,000 to \$26,182,381. Africa Lead 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). From the beginning of the Program until July 31, 2012 Africa Lead was implemented through three regional offices—Accra, Ghana; Nairobi, Kenya; and Pretoria, South Africa—each run by a Regional Deputy Chief of Party (DCOP). As of the end of July closure of the Pretoria office, Program implementation for Southern Africa has been handled primarily by the Nairobi office, now designated as the Africa Lead East and Southern Africa (ESA) office. Program implementation and operations in the Nairobi and Accra offices are 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 U.S. 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 tenth quarterly performance report of the program, 30 months from program start up, and focuses on progress towards deliverables identified in the Africa Lead Year 3 Work Plan.

OVERVIEW

The tenth quarter (January - March 2013) of Africa Lead's program implementation was characterized by a continuing shift of focus from Task 1 (Leadership training and CAADP sensitization) to a focus on Task 2 (Third party training and internships) and Task 3 (Capacity needs assessments). We have given primary responsibilities for Task 4 (Short course database) to OER Africa. Consequently, in Bethesda a main focus of the Task 2 work has been on developing relationships with potential host companies with skills relevant to the challenges that agribusiness leaders in Africa are facing and will be facing increasingly in processing and marketing food on the continent and outside. Key among those were the deepening and broadening of our relationship with the pioneering Zamindara Farm Solutions company in the Punjab, India, and the beginning of a partnership with Mars Corporation's Uncle Ben's Rice to be able to send more interns before the end of the project.

A main focus of the Program in West Africa during this quarter was preparation for the roll out of a combined Module 1 and Module 2 leadership training for agricultural organizations working in Northern Ghana, where USAID and other donors are giving strong development assistance focus currently. In addition, Africa Lead continued to provide training to CILSS and CORAF, as identified in the assessment we conducted earlier. This quarter the training focused on Advanced Leadership and Communications Skills.

The Program in East and Southern Africa was characterized by preparing for and rolling out leadership training (Modules 1 and 2). The program provided Module 2 training to leaders of East and Southern Africa Regional Economic Communities (RECs) and other regional organizations involved in agriculture and food security planning, programming and policy discussions. Finding the right senior interns to benefit from internship opportunities offered by Mars Corporation's Uncle Ben's Rice unit, and the farm machinery leasing and sales company, Zamindara Farm Solutions (Punjab, India) was another focus of the quarter. Continuing the placement of Sokoine University for Agriculture students in agribusiness enterprises and organizing the travel to the US of chief veterinary officers were also important areas of attention for the quarter.

Substantial resources of the project have been mobilized in support of the BFS Policy Agenda actions including development of a methodology for conducting assessments of the agriculture and food security policy systems and institutional architecture for undertaking policy reforms. Support for a related Policy Learning Event in next quarter (May) has also been an important emphasis as has been preparation for an end of project learning event, expected to take place in June.

CONTINENTAL-LEVEL ACTIVITIES AND COORDINATION

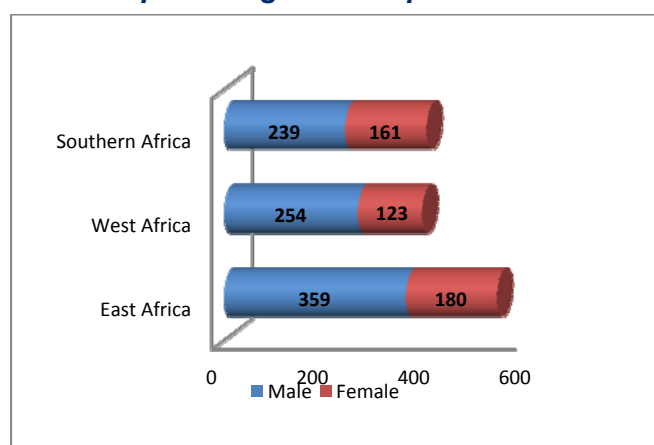
This section of the quarterly report focuses on 1) what was done in the U.S. in support of activities in the field, and 2) support directly to continental-level activities such as institutional capacity assessments and facilitating agribusiness learning initiatives.

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. During this quarter, however, given that curricula for both Module 1 and Module 2 have long been completed, the home office had no appreciable activity on Task.

To date under Task One, Africa Lead has trained 1,648 (1,084—Male, and 564—Female) mid- and senior-level professionals in leadership skills and approaches and CAADP principles and processes (this includes Module 1 & 2 trainings). CAADP Champions for Change graduates are English or French speakers from 29 countries in sub-Saharan Africa who work across a broad range of sectors: 35% hail from NGOs and civil society institutions, 36% from the public sector, 15% from the private sector, and 14% from universities and research institutions. The results are impressive, with 94-96% of participants reporting increased understanding of CAADP.

Module 1: Development and Roll Out of a 5-Day Leadership Training Workshop



African Agriculture Leaders Trained, Module 1

TOTAL MODULE 1 PARTICIPANTS BY COUNTRY

Country	# Participants
Angola	1
Botswana	12
Burkina Faso	2
Burundi	11
DRC	2
Ethiopia	116
Ghana	100
Guinea	2
Guinea-Bissau	2
Kenya	128
Lesotho	13
Liberia	100
Madagascar	1
Malawi	21
Mali	38
Mozambique	13
Namibia	11
Niger	3
Nigeria	58
Rwanda	35
Senegal	68
South Africa	16
Sudan	1
Swaziland	11
Tanzania	102
Togo	2
Uganda	144
Zambia	138
Zimbabwe	164
Total	1,315

Module 2: Intensified 4-Day Leadership Training Workshop for Food Security Champions

During this quarter, the East Africa Team trained 32 more participants in Module 2 in Tanzania on March 11 – 15, 2013. In addition, the Africa Lead's Team Leader for Task One remained on call to provide needed assistance in customization of the Module 2 training curriculum.

As a reminder, the main sessions of the standard Module 2 training that were provided in East Africa, and designed in the home office, were:

- 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

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.

Activity 2.1: Building and Developing Training Partnerships with Specialized Institutions

During this quarter the main focus of Activity 2.1 was related to organizing and preparing for professional, business-to-business (B2B) internship placements under the Agribusiness Leadership Program.

Agribusiness Leadership Program: During this quarter Africa Lead focused on: 1. Preparing to send three more senior interns to India to work with a farm machinery leasing company (Zamindara Farm Solutions) in the Punjab Province; and 2. Developing a relationship and planning a B2B exchange with Mars Corporation's Uncle Ben's Rice for the next quarter.

Last quarter, Africa Lead sent three interns to Zamindara Farm Solutions (<http://www.zamindarafarmsolutions.com/>) for experiential training in agriculture equipment leasing. This quarter, after receiving such positive feedback from the Zamindara interns about their time in Punjab and being contacted by Zamindara with the interest of hosting three more candi-

TOTAL MODULE 2 PARTICIPANTS BY COUNTRY

Country	# Participants
Ghana	100
Liberia	100
Zambia	17
Uganda	14
Togo	3
Tanzania	44
Senegal	3
Rwanda	1
Niger	3
Mauritania	3
Mali	3
Botswana	1
Benin	1
Kenya	18
Guinea	2
Guinea Bissau	2
Gambia	2
Ethiopia	6
DRC	1
Cote d'Ivoire	3
Chad	1
Burkina Faso	3
Swaziland	1
Total:	333

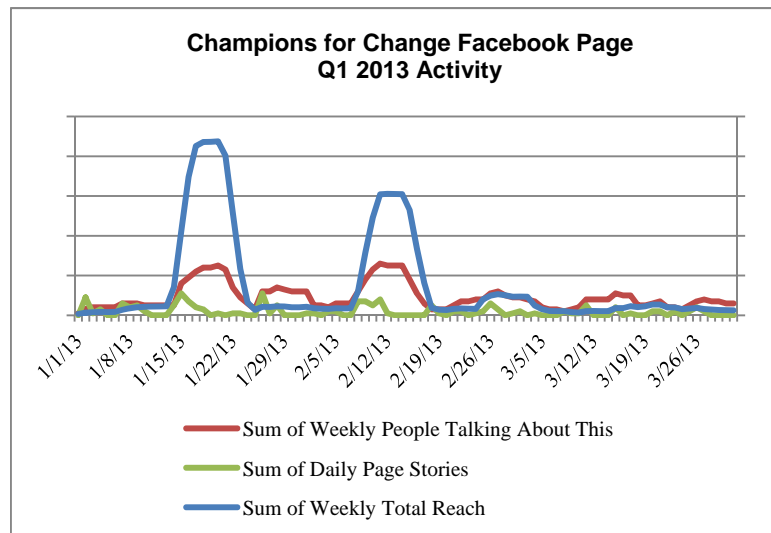
dates, Africa Lead worked to make sure more interns had a chance to go to Zamindara before the end of the project. Africa Lead Bethesda reached out to the field offices and posted an advertisement on the Champions Facebook page to recruit interested individuals. Africa lead is now in the process of narrowing down the candidates to determine which will be the best fit for Zamindara. This exchange is planned to take place in May.

In addition to the Zamindara internship planning, Africa Lead started conversation with Uncle Ben's Rice (a subsidiary of Mars Corporation) early this year about hosting an intern in a B2B exchange focusing on rice milling and rice production. Through those conversations a scope of work and internship objectives were drafted to guide selection of the right candidate. The internship is planned for May lasting two months at their Mississippi location. Similar to Zamindara, Africa Lead reached out to the field offices for candidates that had the require experience and interests for this internship. After reviewing multiple CVs the final candidate was chosen and now the East Africa Team is working to ensure that all of the logistics are being taken care of to send the intern to Mississippi in May.

Activity 2.3: Support for Champions for Change Networks

During the review quarter, Africa Lead has provided online support to the Champions Facebook pages through posting various agriculture and food security related articles; useful video clips, and links to useful website to enhance Champions knowledge while promoting interactions and networking. Additionally, Africa Lead has posted training opportunities available from organizations both in Africa and elsewhere, including Africa Lead's B2B internship placements.

In the first quarter of 2013, Africa LEAD continued to post stories and articles more actively to the Champions for Change Facebook page since it became apparent that the "Total Reach" (the number unique viewers of the page) and "People Talking About This" (the number of stories posted about the page) are closely tied to the frequency of our posting. In January and February, when there were significantly more posts, including advertisements for the B2B exchanges, both audience metrics spiked sharply. With greater engagement, we hope to cultivate the Champions for Change Facebook community and support development of a network.



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

Determining and prioritizing what institutional capacities need to be strengthened is a critical step in improving agriculture and food security outcomes in Africa. The Bethesda office engaged in the following work related to capacity assessments:

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 provided the following assistance:

Niger HC3N Capacity Assessment: This quarter, February 2013, USAID/West Africa mission, with Nigerien officials in charge of the 3N program (Nigeriens Nourish Nigeriens), and USAID/Washington asked Africa Lead to conduct an assessment of the capacity needs in Niger as required to effectively implement the 3N program. The 3N is a major food security program championed by the Nigerien President that was built on the achievements of Niger's Rural Development Strategy and is considered to be the implementation mechanism for CAADP and the ECOWAS Regional Agricultural Policy for West Africa (ECOWAP). The main goals of the 3N program include: a reduction in the frequency of food grain deficits; improvement in the nutritional quality of household meals, especially for children; ensuring a steady and available supply of essential food grains for market purchase; and ensuring that all social classes have access to adequate food.

The purpose of the assessment of the High Commission for the 3N Initiative (HC3N) was to collect and process information from the HC3N itself and from key partners – technical ministries, donors, regional and communal commission, producer associations, NGOs and INGOs, and other stakeholders identified in the various foundational documents of the 3N Initiative and the HC3N – in order to make recommendations to the HC3N and to USAID on capacity building and organizational structure that can ensure that the High Commission effectively plays the coordinating, mobilizing and learning role within the 3N Initiative that is expected of it. The Africa Lead team spent two weeks in the field conducting interviews and collecting documents to help assess the capacity of the organization. The initial report was drafted and submitted to USAID on February 25, comments received on March 25 and a revised draft was submitted on April 11.

FTF Country Agriculture Policy Assessments: Africa Lead has been working with Enabling Agricultural Trade (EAT) and USAID to draft the scope of work for the Agriculture Policy System assessments that will be conducted this next quarter. Africa Lead and EAT will conduct these country-level analyses of a country's capacity to undertake food security policy reform. This analysis will provide the USAID Bureau of Food Security, USAID missions, local policymakers, and other key stakeholders with information on possible constraints that could influence effective policy change. Technical assistance and other support can then be identified to address

LIST OF INSTITUTIONS FOR WHICH AFRICA LEAD HAS CONDUCTED CAPACITY ASSESSMENTS

- Tanzania Agriculture and Food Security Investment Plan (TAFSIP) Steering Committee
- Ghana METASIP Steering Committee
- CILSS
- Tanzania Horticultural Association
- CORAF
- 9 South African resources institutions
- 4 ECOWAS institutions
- Uganda meta-assessment (desk review of assessments)
- 20 Agricultural Institutions in Northern Ghana
- COMESA/ ACTESA (2 Rounds)
- Ethiopia and Rwanda CAADP NAIPs implementation Case Study
- Savannah Agriculture Research Institute (SARI), Ghana
- Nigeria Agriculture Transformation Agenda (in cooperation with IFPRI)
- Niger HC3N Capacity Assessment

constraints, and to improve the policy capacity process – including in areas of transparency, predictability, inclusiveness and evidence-based analysis.

These multi-country Agriculture Policy systems assessments will be 2 week assessments with mixed teams (expats and locals) in the New Alliance countries. Ethiopia will be the first assessment taking place the first week of April and will serve as model for the other countries. Africa Lead Bethesda has been busy recruiting for the different positions and scheduling when each of the assessments will take place. These assessments will cover the following countries: Ethiopia, Tanzania, Malawi, Rwanda, Kenya, Ghana, Burkina Faso, Mozambique, Liberia, Mali, Senegal, Zambia and Cote d'Ivoire.

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

During this quarter, the short course database was fully transferred from Africa Lead to OER Africa. 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.

With receipt, on September 30, 2013, of a modification to the Africa Lead contract extending its period of performance, Africa Lead also received approval to provide the requested grant to OER. Africa Lead negotiated a grant agreement with OER that would have them continue to build upon the short course database of agriculture courses provided on the continent as well as relevant courses provided elsewhere in the world. The agreement included an arrangement whereby OER Africa, already on the ICT committee of RUFORUM, would ensure access by RUFORUM to the database.

After delays on the approval of the grant, DAI received approval of the grant request and finalized the grant with OER and began to provide the support agreed upon to enable OER Africa to undertake the activities—maintenance of the short course database. During this quarter, Africa Lead and OER Africa continued to work together to make a smooth transition of the database which was completed earlier this year.

In addition to the transfer, OER Africa has traveled around and trained 58 people at different institutions to be able to use and update the curriculum into the database. They also recruited at least 20 universities to become members of the network and are continuing to enroll new institutions. Overall, between January and February 2013, there were 902 website visits and there are currently 1,138 courses in the database, from 151 separate organizations.

Continental-Level Plans for Next Quarter (April –June 2013):

- Support to Module 1 and Module 2 curriculum customization as needed
- Placement of 4 Agribusiness Leadership Program Senior Interns (Zamindara, Uncle Ben's)
- Conduct agriculture policy system assessments in FTF countries, including Ethiopia, Tanzania, Malawi, Ghana, Rwanda, Mozambique, Zambia, Cote d'Ivoire and Burkina Faso
- Initial preparation (planning meetings, curriculum outlines) for Agriculture Policy Systems Learning Evidence and Exchange meeting set for May in Dakar
- Facilitation services for May policy event in Dakar
- Preparation for and conduct of an end-of-project Lessons Learned event in June
- Manage technical and financial aspects of grant with OER Africa
- Manage close-out of ESA regional office

EAST AND SOUTHERN AFRICA PROGRAM

This quarter started off with East & Southern Africa focusing on preparation and planning for all the upcoming events for this year. This meant that most of January the East Africa Team was meeting with the different Missions, including Uganda, Zambia, Tanzania, and East Africa Regional, to firm up dates and details for upcoming trainings and conferences.

In addition to all the preparation the ESA team has continued to support trainings and provide logistical support to many conferences and events. This included sending 12 individuals on a USDA trip to the USA, continuing to support Sokoine University internships as well as recruiting and supporting the Agribusiness Leadership Business-to-Business (B2B) internships.

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

Module 1: Development and Roll Out Of a 1-Day Leadership Training Workshop

Tanzania Parliamentary Module 1 Training: Preparations were under way by the East Africa team during this quarter for a modified intensive Module 1 training for Tanzanian parliamentarians, that will be similar in most respects to the widely appreciated “Super Champion: workshop for Ugandan parliamentarians and Ministers. This training will be conducted in early April.

Uganda Parliamentary Module 1 Training: The Uganda USAID mission has also requested two special one day trainings which will be directed towards a smaller group of Parliamentarians and Ministers and are focused on the need for policy changes in the areas of agricultural trade and bio safety. The DCOP has been personally developing the curriculum this and interviewing Ugandan experts to deliver material wherever possible to ensure sustainable creation of dialogue and information sharing. The ESA team is still discussing different options for this training with the Mission.

Module 2: Intensified 5-Day Leadership training Workshop for Food Security Champions

During this quarter, the East Africa team conducted a third Module 2 training session of the USAID /East Africa sponsored Champions for Change; Advancing the Regional CAADP agenda course. Having had previous sessions in both Kenya and Uganda, this one was in Tanzania for 32 participants (9 females and 23 males) from the Regional Economic Communities (COMESA, EAC, IGAD, SADC), Ministries of Agriculture and Livestock from Tanzania, Uganda and Kenya, and Research Institutions (ReSAKSS, ASARECA, NARO Uganda, and University of Zambia), as well as a dynamic strong private sector team. The group was especially interesting as USAID/Zambia also chose to send a multidisciplinary team to engage with the region on the CAADP agenda. This special training is aimed at “Advancing the Regional CAADP agenda” and as such is unique in both its curriculum and participant group. It is aimed at increasing regional trade through developing understanding of policies and people involved in developing and implementing the regional compact and investment plans. The work involved in providing the training included, preparation discussions about the core curriculum, selection of trainers, logistical support and then the delivery of the 5-day training. This training was held March 11-15th, 2013 outside of Dar es Salaam.

The topics covered during the training were;

- CAADP Framework and the role of NEPAD
- The Regional Economic Communities and institutions gave reports on their progress

- Reports from participating organizations on successes and challenges in implementation of CAADP related programs
- Project Design, Monitoring and Evaluation
- Rapid Results Approach and Initiatives for Project Implementation
- Cross-border trade
- Sanitary and Phytosanitary Measures
- Public Health And Nutrition,
- Strategic Influencing for Stakeholder Collaboration
- Financial Management
- Managing Donor-Recipient Relationship
- Managing People to achieve Results and
- Team building and leadership



Module 2 Leadership training – “Feed the Pot”

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

The vast majority of the work that Africa Lead/East and Southern Africa did during this quarter was Task Two activities. Trainings, internships, conferences, workshops and the like supported across the board from curricula through to logistics and conference management, the East Africa team helped ensure the quality and timeliness of many capacity building activities supported by missions (regional and bilateral) and their African government and other agriculture sector partners and stakeholders.

Activity 2.1: Building and Developing Training Partnerships with Specialized Institutions

The work encompassed in this Activity includes professional internship placements with various host companies in Africa and, as necessary, beyond (Agribusiness Leadership Program); Sokoine University of Agriculture internships, part of SUGECO, and the Agribusiness Entrepreneurship Program of SUA.

USDA/USA Tour: The East Africa Team provided logistical support for the USDA/ USA tour. This short-term study tour training was offered by USDA at various locations in the United States for African professionals working on the implementation of harmonized animal health standards. The East Africa Lead office assisted in obtaining US visas and procuring airline tickets for the selected candidates, and will liaise with USDA to ensure coordination on in-country arrangements and costs. Twelve participants left on March 22nd to visit the US for two weeks, returning on April 8th. Through their visit participants will learn about veterinary disease, harmonization of disease systems and program components.

The East Africa team also helped to recruit for the three senior interns for the business-to-business placements for three weeks to the Punjab, India, to work with an established farm machinery sales and leasing company, Zamindara Farm Solutions, to get hands-on experience in leasing arrangements for farm equipment in small farms. The EA team reached out through their connections asking for interested individuals to send in the CVs. After receiving many dif-

ferent inquires EA team narrowed down the list and sent it to the Bethesda Office for the final review.

In addition, to recruiting for the Zamindara internship, the team also reached out to recruit for the Mars Corporation's Uncle Ben's Rice internship. The final candidate was chosen and now the EA team will work with her to obtain her visa, airplane ticket and assist with all other needed logistics.

SUA Internship Program: The SUA internship program, a more typical student-focused internship program, financially supported by a buy-in from the USAID/Tanzania mission. Sokoine University of Agriculture is a USAID-founded institution that is gaining a strong reputation in the region as having innovative programs that focus on training agriculture entrepreneurs.

The East Africa team has continued to support the SUA internships and in this quarter helped to place 4 more interns. The Africa Lead internship program with SUA builds on the existing agribusiness entrepreneurship program which includes support to students and recent graduates who are interested in incubating business ideas and can compete for real funding from banks whose lending is supported by USAID.

Africa Lead's role has been to match interns with host companies we identify in Tanzania and Kenya (for cost reasonableness the internships will not go further afield). During this quarter, four more interns completed their placement. The accompanying table shows where the SUA interns have been placed to date. The total number of interns that have been placed to date is nineteen.

Company	Entrepreneur	Business Sector	Location
Mace Foods *	Mmeta Abdalla	Processing of food	Eldoret
Mixa Foods and Beverages	Ernest Likoko	Processing of food	Kisumu
Frabho *	Dina Kikuli	Animal Feeds	Dar es Salaam
AMAGRO *	Jumaa Shehemba	Mango	Dar es Salaam
Best Animal Feed	Alexander Jokoniah	Sunflower Oil and An. Feeds	Dar es Salaam
Best Animal Feed	Elifadhili Ezekiel	Sunflower Oil and An. Feeds	Dar es Salaam
Olam International Ltd	Hance Njobelo	Supply Chain	Dar es Salaam
Olam International Ltd	Mtemebe Kamwesige	Supply Chain	Dar es Salaam
Lesiolo Grain Handlers *	Julius Ludete	grain handling, warehouse, trading	Nakuru
Lesiolo Grain Handlers *	Chanafu Abubakari	grain handling, warehouse, trading	Nakuru
Jamahedo Health Food Ltd.	Alinanuswe Mwalwange	Production of health foods	Dar es Salaam
Mama Millers Ltd.*	Elifuraha Rajabu	Paddy cultivation and processing	Thika
Pulses Agro Commodities Ltd	Giovanni Nguvu	Pulses and Agro Commodities	Arusha

Company	Entrepreneur	Business Sector	Location
Pulses Agro Commodities Ltd.	Freddy Kipanyula	Pulses and Agro Commodities	Arusha
Kilombero Cane Growers Association	Fabian Hamza	Cane Growers	Morogoro
Frabho	Donald Betwala	Animal Feeds	Dar es Salaam
Frabho	Alex Bahoga	Animal Feeds	Dar es Salaam
Mace foods	Deo Mnyeki	Processing of food	Eldoret
Meat King Ltd.	Shemeji Melayeki	Meat products and vegetables	Arusha, Tanzania

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

This activity remains a very popular service to the USAID/East Africa mission as well as to some of the other bilateral missions in the region that Africa Lead serves. It facilitates USAID responsiveness to self-identify and USAID-identified technical capacity needs. In the past quarters, through Africa Lead financial and logistical support, East African agriculturalists have benefited from training in the following areas:

- NEPAD/ CAADP nutrition conference in Dar es Salaam February 25th - March 1st, 2013. Sent a total of 15 participants from Burundi.
- The JSE Futures Market Conference - Association of Futures Markets in Johannesburg on February 26th – March 1st, 2013. Five participants from Zambia (from EAGC, ECX, EAC, etc.)
- IFPRI Agricultural Productivity meeting in Addis Ababa Ethiopia from 1st to 3rd November 2011. 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.
- 13 participants from across the continent were sponsored to attend the 5-day Fertilizer Policy and Marketing course offered by the International Fertilizer Development Center (IFDC) in Nairobi.
- 3 USDA-selected participants from East Africa attended a course in veterinary Epidemiology at the University of Colorado.
- 1 Kenyan attended a course on International Trans boundary Animal Disease at the USDA Plum Island Animal Disease Center in New York.
- A RESAKKS technician attended a training on Impact Evaluation for Evidence-Based Policy in Development, July 9-20, 2012, University of East Anglia, Norwich, United Kingdom funded by USAID/EA
- Three CAADP Champions for Change from East Africa participated in San Francisco Leadership Challenge Forum, July 26-27, 2012

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

There was no activity in this area during the quarter.

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

Africa Lead/ESA 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/ESA team and communication within the Africa Lead-supported Champions for Change Facebook page. An important focus of next quarter will be to continue to find ways in East Africa, and the rest of the continent, to help networks of Champions to become sustainable drivers for quality, fruitful and results-focused engagement with government on the implementation of CAADP-inspired national agriculture investment plans, and a continuous learning from the experience.

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

Support to G8 New Alliance for Agriculture in Tanzania and Ethiopia: As part of its effort to support transition in Africa’s agriculture sector, the G8 countries in their most recent meeting, agreed to support a New Alliance for Food Security and Nutrition in Africa. This New Alliance would seek to harness the know-how and resources of the private sector through partnerships with government in which government would give renewed attention and vigor to addressing policy and institutional constraints to commercialization of Africa’s agriculture, considered to be a key way to transform the sector. New Alliance partnerships were to start in a few countries that were leading the way, two of which were Tanzania and Ethiopia. Africa Lead was asked to support the launch in Tanzania and Ethiopia as well as in Ghana, the third country spearheading the effort.

Africa Lead supported G8 New Alliance informational and planning events in Tanzania and Ethiopia last quarter and has been asked to maintain involvement in follow up meetings for the Tanzania G8 New Alliance.

East and Southern Africa Regional Plans for Next Quarter (April – June 2013):

- Send at least 4 more SUA interns to appropriate job placements
- Deliver Module 1 full 5 day course for USAID/Tanzania
- Send a Ministry of Agriculture nominee to IFDC training in USA for USAID/Zambia
- Facilitate and organize the 1st Economic Growth Implementing Partners meeting for USAID/Tanzania
- Facilitate and organize 4 Non State Actor (NSA) meetings in partnership with NSA Task force and NEPAD
- Undertake a Young African Listening Event (YALI) in person and via survey
- Facilitate and organize a CAADP related meeting for USAID/Uganda
- Facilitate and organize an ASCU related training for the new Governors supported by USAID/Kenya
- Assist with Rice and Tractor internships
- Facilitate and organize the USAID/Uganda FTF Partners meeting
- Assist 10 high level researchers to attend the African Potato Association conference
- Facilitate and organize a Tanzanian Parliamentary study tour
- Assist with the Lessons Learned Africa Lead wrap up workshop
- Assist to recruit local experts and handle contracting and logistics for the ESA Agricultural Policy System Architecture assessments

WEST AFRICA PROGRAM

The Africa Lead/West Africa team also began this year preparing for the upcoming events by meeting with buy-in Missions, planning trainings and assessments, working on curriculum development and continuing coaching and capacity development services to ECOWAS, CILSS and CORAF. The West Africa team also kicked off a customized blended Module 1 and 2 courses in Tamale, Ghana targeting 200 district assembly staff. In addition, this quarter the team provided support for the 3N Niger assessment and delivered an Advanced Leadership and Communications Retreat for CILSS management staff in Accra, Ghana.

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

Module 1: Customized Blended Module 1&2 Courses on Leadership and Rapid Results:

During this quarter the West Africa Team spent a great deal of time preparing for the Champions for Change Leadership Training Program which will consist of a total of six 5-day courses that will be held in Tamale, Ghana. These are customized courses aimed to enhance the leadership, project planning, management, monitoring and evaluation, and team building targeting 200 senior and mid-career professionals in seventeen Districts in the Northern region of Ghana. Africa Lead will select 10 participants from each district and 30 persons from the Regional Coordinating Council and private sector.

These courses included elements from the Module 1 and Module 2 course curriculums. The Module 1 course content inspired, energize and mobilize innovative leaders, champions, and thinkers in the agriculture field, and equip them with new knowledge, skills and new perspectives on food security, strategies for leading and managing change, strategic thinking and planning skills, advocacy skills, leadership skills, and monitoring and evaluation concepts and practices. The Module 2 course elements further developed skills to build implementation capacity and will introduce the Rapid Results Approach to develop 100 day action plans.

The Course is designed to enable participants to:

- Identify and develop strategic coordination mechanisms for program implementation
- Appreciate the necessary steps and activities in successful program and project design
- Integrate the project design elements into on-going food security programs
- Apply appropriate project management, monitoring and evaluation methodologies to plans and projects

Africa Lead trainers delivered the first course from March 18th -22nd with a total of 36 participants (21 males and 15 females).

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

Activity 2.1 Agribusiness Leadership Program, B2B Exchanges

During this quarter, Africa Lead/West Africa recruited candidates for the upcoming Zamindara and Uncle Ben's Rice internships scheduled for next quarter.

Activity 2.2 Customized Training Courses for West Africa Regional Organizations

This has been a major focus for the West Africa team over the last year and involved the development of curriculum, identification of regional training institutions capable of delivering the training courses identified during the Africa Lead assessment of CORAF and CILSS and vetted with the leadership of both organizations as initial or “bridge” capacity development activities.

This quarter, the West Africa Team delivered an Advanced Leadership and Communications Training for CILSS staff in Accra from February 18th – 21st. There were 10 participants (9 male and 1 female).

The Bridge Capacity Development Program provided customized training courses to staff of CILSS and CORAF over the last two quarters. MDF, G&A, POSDEV, and Africa Lead regional trainers designed the curriculum, prepared the resource materials and delivered the short courses listed in the table below.



CILSS staff in group discussions during a communications training in Niamey

BRIDGE CAPACITY DEVELOPMENT SHORT COURSES DELIVERED IN OCTOBER 2012–MARCH 2013

Training Period 2012 & 2013	Short-Course Name	Beneficiary Institution	No. of Participants in Attendance	Location of Training
17-19 October	Budget Development & Management	CILSS	16	Ouagadougou
12-14 November	Results Based Management I	CILSS	15	Ouagadougou
16-17 November	Proposal Writing	CILSS	14	Ouagadougou
26-27 November	Board Governance	CORAF	13	Dakar
10-11 December	Scientific Writing and Project Proposal	CORAF	13	Abidjan
12-14 December	Report Writing	CORAF	16	Abidjan
17-19 December	Evaluating Projects	CILSS	22	Niamey
20-21 December	Report Writing	CILSS	16	Niamey
18-21 February	Advanced Leadership and Communications	CILSS	10	Accra

In addition to the training, Africa Lead has provided eight interns to help CORAF and CILSS and their allied focal institutions apply the skills learned from the short course training. The interns work with CORAF and CILSS staff to improve M&E systems, Human Resource Management,

Knowledge Management and Communication systems. Specific tasks include assistance to upgrade information technology systems including website, databases; to produce public relations materials; and to help improve the marketing of both organizations. The interns help collect data and improve the quality of data collection and reporting systems. Those with library science background assist staff to better organize and catalogue research documents and reports. The internships run for 12 months, from July 1, 2012 to June 30, 2013. As of the end of this quarter, the interns have three months remaining.

CILSS and CORAF staff tapped into the interns' recent university education and they encourage them to resolve problems with new and innovative solutions. Conversely, the interns benefit from mentorship and apprenticeship, and on-the-job experience. The table below lists the host organization, name of intern, technical area and country of placement.

CORAF AND CILSS INTERNSHIP PLACEMENTS

Organization	Intern	Technical Area	Country of Internship
CORAF	Idrissa Bourgou	IT / Database / Web	Senegal
CORAF	Patrice Leumeni	M&E	Senegal
CORAF	Philippe Romero	Communications / PR	Senegal
CORAF	Luc Herve Zok	HR Management	Senegal
CILSS-ES	Rivaldo Kpadonou	Tech. Writing/Editing	Burkina Faso
CILSS-ES	Sandrine Ouattara	Communications / PR	Burkina Faso
CILSS-INSAH	Pauline Petryszyn	HR Management	Burkina Faso
CILSS-INSAH	Kelly Adediha	IT / Database / Web	Burkina Faso
CILSS-AG	Jorel Boulinzann	IT / Database / Web	Niger
CILSS-AG	Kader Sanfo	M&E	Niger

Given that the Africa Lead training program for CORAF and CILSS, supported by the West Africa Regional Mission, is the most intensive and sustained training efforts of the whole program, we will plan to identify ways in which the training has helped bring about measurable institutional improvements.

Activity 2.4: Other Regional Training Courses and Workshops

The Africa Lead/WA continued to provide training and coaching services to CILSS, CORAF and ECOWAS under the Bridge Capacity Development Program (BCDP). New activities and workshops implemented upon the request of USAID Missions during the quarter include the following:

"It helped me understand what can be the challenges to addresses and how to address them."

Sanfo Kader, CILSS Participant

Mapping of Donor Support for ECOWAP, Abuja, Nigeria: The DCOP, Carla Denizad and Jennifer Pierre organized and facilitated an ECOWAP donor meeting at the ECOWAS Commis-

sion in Abuja, Nigeria on March 14, 2013. The overall objective of this assignment was to make an inventory and categorize regional development projects in agriculture and food security in ECOWAS member states funded and implemented by technical and financial partners (TFP). The donor group expected the team to establish a map of regional agricultural development and food security projects in the ECOWAS region; to assess the current funding level for projects in agriculture sectors, and to identify focus areas of funding and determine funding gaps. In addition to facilitating the meeting, the Africa Lead team completed a draft donor matrix of regional programs.

G8 New Alliance for Food Security: During this quarter, Africa Lead/West Africa met with USAID/Ghana Mission staff to discuss the types of follow-on Alliance support activities needed to accelerate the implementation of the work plans. This type of support, provided at the request of the government and USAID, will be provided throughout the remainder of the program.

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

Review of Climate Change Programs in West Africa: During this quarter, Africa Lead issued a second Request for Proposal for the Climate Change study. The proposal review and scoring team selected the CILSS /Institute of Sahel to provide regional based technical assistance and services. The DAI Climate Change team leader, Tom Erdmann, organized and conducted a planning meeting in Ouagadougou, Burkina Faso with the CILSS/INSAH team to kick-off regional data collection activities from March 25-28, 2012. Africa Lead now expects to complete the core of the climate change assessment, including country-level reviews by June 30, 2013.

ECOWAS Bank for Investment and Development, Regional Agriculture Fund: Africa Lead issued a Request for Proposal for training and technical assistance services to be provided to EBID. Five proposals were received and scored during this period. Capacity development services will be provided to EBID starting the next quarter.

West Africa Regional Plans for Next Quarter (April–June 2013):

- Organize and provide facilitation and logistical support for the Agriculture Policy Exchange and Learning Event in Dakar, Senegal from May 13-16, 2013
- Conduct Policy assessments in Ghana, Senegal, Burkina Faso and Rwanda.
- Deliver Customized Module 1 and 2 to Northern Region District Assemblies
- Organize and facilitate meetings with key G8 New Alliance for Food Security and Nutrition stakeholders for updates on the work plan and commitments.
- Completed ECOWAP donor matrix and report.
- Provide capacity development services to the ECOWAS Bank for Investment and Development in Lome, Togo in collaboration with KPMG.
- Conduct IT Infrastructure Assessment of ECOWAS Bank for Investment and Development In Lome, Togo.
- Complete Regional Climate Change Assessment Study and finalize recommendations and report.
- Provide logistical support for 9 NARS visitors to CORAF in Dakar, Senegal.
- Design and deliver “Bridge” Capacity Development Program short courses and provide coaching for CILSS and CORAF in the following topics:

- Knowledge Management
- Database Management
- Module 2-Rapid Results Approach.
- Monitoring and Evaluation
- Board Governance
- Proposal Writing
- Provide Module 2 training to staff of National Agriculture Research Stations
- Provide logistical support for Nigerians to attend short courses at the Institute for Capacity Development Namibia.

PERFORMANCE MONITORING

Development of Data Collection Forms/Instruments

During the last 30 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 in addition to the design of 6-month follow-up NSA survey instruments. 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. One of the key added features was the creation of photo Library which document Africa Lead's photos.

Africa Lead Lessons Learned Research

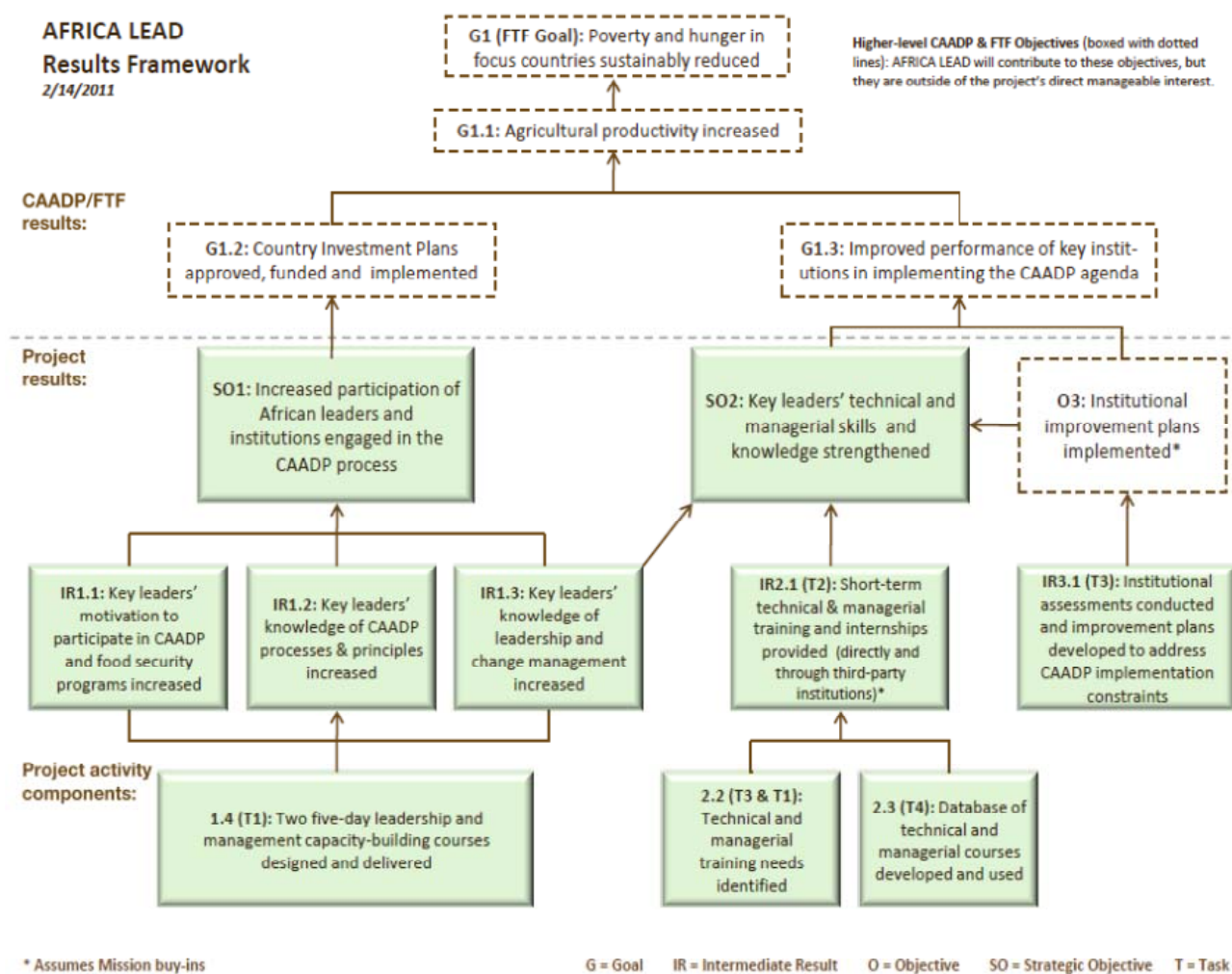
Africa Lead believes that knowledge and learning is at the heart of evidence based policy design. Over the past ten quarters of program implementation, Africa Lead has made considerable efforts to deepen awareness of what works in practice through field visits, developing success and beneficiary stories, 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. During this quarter, Africa Lead lessons learned research team, led by Katharine Coon, has continued to work on the content analysis of the interview transcripts.

Plans for Next Quarter (April–June 2013):

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

- Continue to develop success stories and snapshots of Champions for Change with demonstrated accomplishments after Africa Lead training;
- Finish the write up results from the Lessons Learned Research country studies
- Continue data collection on Module 1 training impacts; NSA workshops, agribusiness internship, and specialized training and conferences

APPENDIX 1: AFRICA LEAD RESULTS FRAMEWORK



APPENDIX 2: AFRICA LEAD INDICATOR TRACKING SHEET

	Objectives	Indicator	Disaggregation	Method/Source	Frequency Collected	Results at end of Q8
High Level	G1 (FTF Goal): Poverty and hunger in focus countries sustainably reduced	G1.0.1 Proportion of population below \$1 per day	Country	Check of ReSAKSS website	annual	ReSAKSS website not updated since PMP/baselines: Ethiopia – 30.4%, Ghana – 25.48%, Kenya – 13.95%, Liberia – 83.6%, Malawi – 66.23%, Mali – 42.73%, Mozambique – 68.1%, Nigeria – 93.7%; Rwanda – 76.6%, Senegal – 25.26%, Tanzania – 88.5%, Uganda – 45.81%, Zambia – 64.88%
		G1.0.2 Proportion of the population below minimum level of dietary energy consumption	Country	Check of ReSAKSS website	annual	ReSAKSS website not updated since PMP/baselines: Ethiopia – 38.3%, Ghana – 9.0%, Kenya – 31.7%, Liberia – 43.1%, Malawi – 24.1%, Mali – 10.1%, Mozambique – 31.5%, Nigeria – 7.2%; Rwanda – 38.5%, Senegal – 25.4%, Tanzania – 37.2%, Uganda – 13.8%, Zambia – 46.5%
	G1.1 (FTF Goal): Agricultural productivity increased	G1.1.1 Agriculture GDP growth (%)	Country	Online check of ReSAKSS website	annual	Underlined figures updated 2008 or 2009, rest not updated since PMP/ baseline: Ethiopia – <u>6%</u> , Ghana – <u>5.7%</u> , Kenya – <u>3.0%</u> , Liberia – 18.7%, Malawi – <u>8.5%</u> , Mali – 10.0%, Mozambique – <u>6.7%</u> , Nigeria – <u>-0.3%</u> , Rwanda – <u>9.6%</u> , Senegal <u>2%</u> , Tanzania – 10.6%, Uganda – <u>-1.76%</u> , Zambia – <u>-0.07%</u>
	G1.2 (FTF Goal): Country Investment Plans approved, funded and implemented	G1.2.1 Agriculture spending in national spending (%)	Country	Online check of ReSAKSS website	annual	ReSAKSS website not updated since PMP/baselines: Ethiopia – 11.7%, Ghana – 10.3%, Kenya – 1.9%, Liberia – 2.3%, Malawi – 13.2%, Mali – 12.7%, Mozambique – 3.9%, Nigeria – 4.6%, Rwanda – 3.3%, Senegal – 13.9%, Tanzania – 2.4%, Uganda – 3.2%, Zambia – 4.0%
	G1.3 (Africa Lead Goal): Improved performance of key institutions in implementing CAADP agenda	G1.3.1 Number of institutions with improved capabilities in areas critical to CAADP's success (determined by assessments)	region, country, sector	Institutional evaluations	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	669 institutions based on Module 1 6-month follow-up survey [71% of those responded to Africa Lead's online survey] indicated that they had increased involvement in CAADP;
	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 96% 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 79% for Module 2 (roughly equal by sex, sector and country)

	Objectives	Indicator	Disaggregation	Method/Source	Frequency Collected	Results at end of Q8
Task 2	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	Cumulative results shows that 73% self-report increased knowledge in the areas of strategic thinking, leadership, and team building. Before training, 42% of participants correctly answered a test question on steps for leading change while after the training 71% 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=695; 47% "in a very significant way," 41% "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	To date on project: 1,648 (564 women).
		1.4.3 Number of Task 1 courses delivered	region, country	Training records	at trainings	56 workshops for Module 1 to date 11 Module 2 workshops Region Module 1: East-22, West-17, South-17 Region Module 2: East- 4, West-7
		1.4.4 Percent of Task 1 trainees reporting high quality instruction	country, sector, sex, Module	Participant training post-test	at trainings	94.8% (n=1285/1314) for Module 1 (roughly equal by country, sector, and sex) 95% (n=279/293) for Module 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	47% from a 53 respondents only..... the number of respondents will increase in the next quarter as waiting on survey responses
	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	68 interns in total 135 short course over the life of the project (CORAF/CILSS) 553 NSA workshop attendees (152 women)
		2.1.2 Number of Task 2 training hours received*		Verification with participants and/or supervisors	after trainings	8,276 training hours
		2.1.3 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 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	1202 total

AFRICA LEAD QR10 QUARTERLY REPORT

	Objectives	Indicator	Disaggregation	Method/Source	Frequency Collected	Results at end of Q8
Task 4	2.3 (T4): Database of technical and managerial courses developed and used	2.3.1 Number of courses identified, vetted and placed in database	country	Tally using database	monthly	Q10: 1,138 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	151
		2.3.3 Number of hits to web-based database per month	country	Tally using Google Analytics	monthly	902 website visits between Jan & Feb 2013 (Q10) Countries with more than 20 unique visitors: USA, Ghana, South Africa, Kenya, Zambia
Task 3	O3: Institutional improvement plans implemented	<i>3.0.1 Number of institutions implementing recommended improvement plan actions*</i>	country, sector	<i>Online survey of institutional leaders + special studies</i>	<i>after 1 year</i>	
	IR3.1 (T3): Institutional Improvement Plans developed to address CAADP implementation constraints	3.1.1 Number of institutions undergoing capacity/competency assessments as a result of USG assistance (F)	country/region, sector	Tally using institutional assessment reports	ongoing	40 Ghana-22, Liberia-1, Tanzania-2, Nigeria (1), Zambia- 1, South Africa-9, West Africa regional-6, ACTESA 2 times, Rwanda and Ethiopia CAADP case studies

* = provided resources

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

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