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FEED THE FUTURE: BUILDING CAPACITY FOR AFRICAN AGRICULTURAL TRANSFORMATION (AFRICA LEAD II)

ANNUAL REPORT: OCTOBER 2013- SEPTEMBER 2014



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Cover photo: Young Champions display trophies at closing ceremony for AL II Champions for Change Leadership in Agriculture Course, Accra, Ghana.

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ACRONYMS

ACTESA	Alliance for Commodity Trade in Eastern and Southern Africa
Africa Lead I	Africa Leadership Training and Capacity Building Program
Africa Lead II	Feed the Future: Building Capacity for African Agricultural Transformation Program
AOR	Agreement Officer's Representative
APLE	Agriculture Policy Learning Event
APLU	Association of Public and Land-grant Universities
ASWG	Agriculture Sector Working Group
AUC	African Union Commission
AUC-DREA	African Union Commission Department of Rural Economy and Agriculture
CAADP	Comprehensive Africa Agriculture Development Program
CILSS	Permanent Interstate Committee for Drought Control in the Sahel
CNC	CAADP NSA Coalition
COMESA	Common Market for Eastern and Southern Africa
CORAF/WECARD	West and Central African Council for Agricultural Research and Development
CSO	civil society organization
DREA	Department of Rural Economy and Agriculture
ECOWAS	Economic Community of West African States
ESA	East and Southern Africa
FAO	Food and Agriculture Organization of the United Nations
FTF	Feed the Future
IAA	Institutional Architecture Assessment
IGAD	Intergovernmental Authority on Development
IFPRI	International Food Policy Research Institute
IPTT	Indicators Performance Tracking Table
JSR	Joint Sector Review
M&E	monitoring and evaluation

MA	Mutual Accountability
NGO	nongovernmental organization
NSA	non-state actor
OCA	Organizational Capacity Assessment
OPI	Organization Performance Index
PMP	Performance Monitoring Plan
REC	Regional Economic Community
ReSAKSS	Regional Strategic Analysis and Knowledge Support Systems
SAKSS	Strategic Analysis and Knowledge Support Systems
TAMIS	Technical and Administrative Management Information System
TOT	Training of Trainers
WA	West Africa
YoA	Year of Agriculture

I. BACKGROUND

Africa Lead II— Feed the Future’s Building Capacity for African Agricultural Transformation Program—supports the advancement of agricultural transformation in Africa as proposed by the African Union Comprehensive Africa Agriculture Development Program (CAADP). Simultaneously, Africa Lead II contributes to the Feed the Future (FTF) goals of reduced hunger and poverty by building the capacity of Champions—defined as men and women leaders in agriculture—to develop, lead, and manage the policies, structures and processes needed for the transformation process.

Africa Lead II— is a five-year Cooperative Agreement between USAID and a DAI-led Consortium. The program runs from October 1, 2013 to September 30, 2018 and has an estimated total funding amount of \$69,998,758. Other core members of the Consortium include Winrock International, Training Resources Group, Inc. (TRG), and Management Systems International (MSI).

Africa Lead II builds on Africa Lead I’s capacity building achievements to cultivate a cadre of leaders across the spectrum of agriculture, food security, agribusiness and civil society stakeholders who will champion the cause of increased innovation in agriculture, greater agricultural productivity, and greater food security. As part of a larger network and within their organizations, these leaders will, in turn, create the critical mass required to transform key policies and practices, thus breaking the cycle of weak investment, low input, low output, and poor food security status for many Africans. As shown in Figure 1, the pathway for the intended impact is straightforward.

FIGURE 1: THEORY OF CHANGE FOR INCREASED AGRICULTURAL PRODUCTIVITY AND FOOD SECURITY



AFRICA LEAD II VISION AND APPROACH

Africa Lead II is guided by the understanding (“theory of change”) that better prioritized, designed, delivered and measured agriculture policies, programs and enterprises in Africa will lead to greater agricultural productivity and food security. Realizing these improvements requires stronger, more results-oriented public and private organizations (institutional architecture), led by champions—motivated, skilled, visionary team leaders and change agents—for food security. It requires clear and publicly accessible policy agendas that are subject to testing by evidence derived from various stakeholders. And it requires an open process by which stakeholders from across the agriculture spectrum are provided space to

interact with one another and engage the government with articulated and evidence-derived positions with respect to existing and potential policies.

The role that Africa Lead II plays in this process is as a **catalyst and connector for learning and innovations** in individual leadership behavior, institutional performance and the policy process, especially including supporting increased injection of evidence into policy debate and decision-making and strengthening engagement of civil society. Africa Lead II builds upon the “community of practice” of Champions for Change—a “leadership brand” of agriculture change agents, increasingly recognized within Africa, who have the skills, breadth of view and motivation to initiate transformation in the way agriculture and food security are thought about and approached in their various institutions. But what distinguishes Africa Lead II is its focus on the institutions in which these Champions work, together with the Champions and other supportive programs, helping to bring about the improvements in capacity—in systems, leadership and management—that brings these institutions to maximum effectiveness.

The scope of Africa Lead II is divided into three components, as follows:

- **Component One:** Improving institutional capacity to manage agricultural development
- **Component Two:** Strengthening capacity to manage and implement the policy change and alignment process
- **Component Three:** Promoting effective participation of non-state actors (NSAs) in the policy process and providing capacity strengthening support when necessary

Structure of the Annual Report

Below, we cover in summary the activities and outputs of each of the Components (or strategic areas of program intervention) that make up the Africa Lead II program. The program’s IPTT and list of buy-ins for FY 14 are included as annexes at the end of the report.

Note: Africa Lead II submitted a PMP to USAID in December 2013 and a revised version in March 2014. While not yet approved through an official modification, AL II has incorporated these changes into the IPTT table included as Annex III and are reporting against those targets.

II. YEAR ONE PROGRAMMATIC ACCOMPLISHMENTS

During the first year of the program, the Africa Lead II Team worked in partnership with the AOR to consult with bilateral and regional USAID Missions to generate buy-ins. Some buy-ins were driven by marketing to Missions in their host country, whereas other buy-ins were committed at the December 2013 workplanning meetings during which USAID Mission staff from all across Africa congregated in Addis Ababa, Ethiopia, to discuss mission priorities and how to align them with the program's service offerings.

In marketing Africa Lead II to Mission staff, the program team encouraged Missions to develop multi-year workplans that lay out a medium- to long-term vision for Africa Lead II's role in helping Missions achieve their FtF objectives. At the end of FY 14, AL II had secured a total of \$15,848,616 in buy-ins from 10 regional/bi-lateral missions and bureaus. (See Annex IV for breakdown of buy-ins).

Throughout the year, Africa Lead II worked across national, regional and continental platforms to ensure maximum coordination and collaboration to meet the goals of the program. Below are some of the top accomplishments from Year One, which capture the tone for the year and position Africa Lead II for its work in Year Two. We structure these by the three Components of Africa Lead II, followed by a section on Knowledge Management, Communications and M&E.

COMPONENT ONE: IMPROVING INSTITUTIONAL CAPACITY TO MANAGE AGRICULTURAL DEVELOPMENT

The purpose of Component One is to help improve “the institutional/organizational architecture to lead African agriculture transformation operating at the highest level of effectiveness ...to assist in strengthening core competencies of the African institutions/organizations that are needed to advance the agricultural transformation. These core competencies will be achieved through a coherent plan of action that works structurally to: (i) address planning, analysis, and decision-making capacity shortcomings; (2) increase the availability, applicability and use of high-quality evidence-based data for decision-making; (3) deliver training and mentoring approaches that respond to the need for leaders who are willing to make tough decisions and guide the process through completion”.¹ Target institutions include policy-making and policy implementation government ministries, departments and agencies, non-governmental organizations, farmer-based organizations, private-sectors enterprises and associations, tertiary institutions and research based organizations.

During Year One, AL II organized and facilitated a number of high-level food security related events. The Team also reviewed the results of the previously conducted institutional assessments including the Institutional Architecture Assessments for policy change and considered what guidance they provide for subsequent institutional assessments and support.

¹ USAID Africa Lead II Request for Application Program Description.

Critically important, because of the large amount of institutional capacity building activities anticipated under Africa Lead II, the team developed a guidance document laying out a process for assessing institution's capacity needs, identifying technical assistance to address identified needs and develop a performance measurement and reporting systems to track organizational improvement over time.

An important part of the work under this Component, which also involves program M&E is coming up with practical approaches to help organizations measure the impact of capacity building support on their performance AND, equally important, to determine ways to institutionalize user-friendly processes by which organizations regularly undertake their own performance reviews from top to bottom, from governance apparatus and board members to CEO/Director, to individuals further down the organizational chart. Africa Lead II has been customizing and modifying the Organizational Capacity Assessment / Organizational Performance Index (OCA/OPI) tools for application by all organizations receiving more than just one-time assistance from the Program. Organizations that receive sub-awards and other forms of sustained assistance aimed at improving their performance will be asked to participate in OCA/OPI training and mentoring aimed at institutionalization of performance monitoring that is driven and owned by heads of organizations. Heads and staff of M&E services will support the process once owned by organization heads. Africa Lead will seek to formalize the commitment of partner organizations to this process in SOWs and MOUs as part of the partner organization's contribution to the capacity building process.

Key activities included:

1. African Union Commission (AUC):

Africa Lead II has played a significant role in supporting the AUC and Member States to review their progress and to develop and formalize the June 2014 Malabo Declaration on Accelerated Agriculture Growth and Transformation for Shared Prosperity and Improved Livelihoods.

Highlights include:

- Africa Lead's first technical input into the Year of Agriculture support to the AUC was to design and implement an extensive consultation process that was used to inform the agenda for the February meeting of Member States and Donors entitled "CAADP 10 Years On: Dialogue To Improve Implementation, Coordination and Alignment with National Agriculture Investment Plans (NAIP)". This Special Meeting included the Agriculture Development Working Group (ADWG) Leaders and CAADP Managers of NAIPs working on Country Post-Compact and Investment Plan Implementation. Africa Lead II helped to develop the agenda.
- As part of the consultation process that took place prior to the February Consultation meeting, AL II identified and provided guidance to local facilitators, most of whom were trained under Africa Lead I, to facilitate the consultation process with Government and Donor representatives in eight countries. In all, eighteen of the 24 countries attending the Dialogue Meeting completed the consultation process and provided documentation of their responses.
- Following the February Consultation Meeting, AL II compiled a technical review and synthesis of the findings from both the Country Stocktaking Process and the results of the February Workshop Consultations.

- The Technical Review compiled by AL II was distributed during the May 2014 AU Joint Conference of Ministers of Agriculture, Rural Development, Fisheries and Aquaculture. The technical report provided significant background information to the AUC and Member States for the next step in the development and drafting of the Malabo Declaration which took place during and following the Joint Conference of Ministers
- One of the unique aspects of the Malabo Declaration is a Call For Action for the AUC and the NEPAD Planning and Coordinating Agency (NPCA) to develop an Implementation Strategy and Roadmap to facilitate the translation of the 2025 vision and goals included in the Declaration on Africa Accelerated Agriculture Growth and Transformation into concrete results and impacts. The Heads of State requested that the AUC and NPCA present the Plan to the 2015 Ordinary Session of the Executive Council in January for consideration. Africa Lead II has again been asked to support this process through the design and implementation of a second consultation process that will provide input into the development of the Implementation Strategy and Roadmap that Member States can implement and monitor.

In addition to the technical support provided by AL II to the AUC and Member States during the “AUC 2014 Year of Agriculture” and the 10th anniversary of CAADP, the program provided extensive logistical support for a number of meetings leading up to and including the Malabo Heads of State meeting in Equatorial Guinea. (See Annex II for a detailed breakdown of all Africa Lead II supported Year of Agriculture events)

2. **USAID Mission Support:**

During Year One, Africa Lead II provided technical, organizational, logistical, and facilitation support to a number of USAID/Feed the Future implementing partner meetings for Uganda, Ghana, and West Africa. Africa Lead II contributions helped to structure agendas and facilitate meetings in order to maximize information sharing and network strengthening.

3. **East Africa:**

Africa Lead II provided support to the East Africa Mission for the following activities:

- Undertaking an innovative post-project evaluation of the USAID-funded Market Linkages Initiative (MLI) program, looking at return on investment (ROI). Results from the survey have been shared with USAID and relevant stakeholders. The approach was lauded as innovative and worthy of replication in other program evaluations. It was undertaken 2 years after the project ended.
- Providing facilitation and logistics support to the Intergovernmental Authority on Development (IGAD) 2014 Drought Resilience Summit as well as other support for production of the inaugural issue of *Resilience Focus Magazine*, a biannual IGAD Drought Resilience and Sustainability Initiative (IDDRSI) publication. AL II support made possible a stronger diffusion of information about approaches to address climate change challenges in the Horn of Africa region.

4. Rwanda:

Early in Year One, Africa Lead II facilitated the business meeting for the Rwanda CAADP Round Two processes (Rwanda Comprehensive Africa Agriculture Development Program II (CAADPII)/PSTA III). Results from the meeting included a validation of budgets and approaches to implementing Rwanda's second generation CAADP/NAIP. AL II also worked with the Ministry of Agriculture and Rwanda Development Board to (i) finalize the Results Framework and (ii) package private sector opportunities; and sponsored private sector participants from the region to participate in the Rwanda Private Sector/Business Consultation Roundtable. Program efforts are leading to a more robust private sector engagement and policy environment.

5. Tanzania:

AL II custom-designed and facilitated Executive Champions for Change training for Tanzania's Ministry of Agriculture, Food Security and Cooperatives Management; and developed and delivered Training of Trainers (TOTs) for a new cadre of Tanzanian trainers who will deliver future C4C training for Tanzania. The efforts of Year One have laid the foundation for future interventions in Year Two with a landmark training event scheduled for all of Parliament. The training would not be possible without the investments in training a group of local AL II trainers. Africa Lead II also engaged with USAID/Tanzania on a range of support, including leadership training and agribusiness internships to be provided to Mandela Fellows returning to Tanzania from their fellowships in universities in the US.

6. West Africa:

Africa Lead II provided extensive support to the following partner institutions across the region:

- CILSS: the program conducted an evaluation of satellite offices in Niger, Mali, Cape Verde, Guinea, Burkina Faso and Cote d'Ivoire and provided organizational and institutional strengthening support to CILSS; completed an evaluation of 2009-2013 workplan; and delivered strategic visioning support to Executive Secretary. In addition, the AL II team provided support to the CILSS team to develop its new 5-year work plan for the period of 2015 –2019.
- CORAF: the program completed an evaluation of the Institutional Support and Food Security Program; trained staff in Results Based Management; and provided logistical support for CORAF Science Week events.
- Hub Rural: the program completed an assessment of financial and administrative systems, and provided relevant capacity building support (including drafting of finance, human resources and procurement manuals)
- ECOWAS: AL II conducted a training needs assessment; and transferred the Donor Matrix Software that Africa Lead had developed under the first phase of the program to ECOWAS, and trained staff on its use and maintenance.

- Consulted with CORAF and CILSS on institutionalized, regular organizational capacity and performance self-assessments in order to determine extent to which these tools were being used effectively and having a positive impact on performance.

AL II also developed Capacity Developments Plans (CDPs) for CILSS, CORAF and ECOWAS in consultation with management teams in each organization.

7. **Ghana:**

The AL II program provided a range of facilitation and capacity building support for the Ghana mission, the most significant of which included capacity building support in M&E to the Agribusiness Unit of the Ministry of Finance and Economic Planning (MOFEP). In addition, AL II conducted an institutional assessment of five Regional Agricultural Development Units (RADUs) of the Ministry of Food and Agriculture; provided report writing training to MOFA/PPMED staff; and delivered a Champions for Change Youth Leadership in Agriculture Course for 66 enthusiastic participants.

8. **Nigeria:**

The program worked with the Federal Ministry of Agriculture and Rural Development (FMARD) on a number of initiatives including delivery of a presentation with IFPRI/ Nigeria on the findings and recommendations of the Agriculture Transformation Agenda Assessment; preparation of a draft agenda and concept note for a New Alliance Stakeholder Consultation meeting; and participation in FMARD strategic capacity development planning meetings. Efforts in Year One are laying the groundwork for a more robust buy-in program that will focus on building the capacity of FMARD to manage and coordinate agricultural policy and programming as well as to work with state-level agriculture architecture to bring about the transformation of Nigeria's agriculture in accordance with the country's Agricultural Transformation Agenda (ATA) and CAADP.

COMPONENT TWO: STRENGTHENING MANAGEMENT OF POLICY CHANGE AND ALIGNMENT PROCESSES

The 10-year CAADP retrospective report concedes that at the continental, regional, and national levels, the policy-enabling environment has not received the attention required for sustained agriculture sector growth. Indeed, in a review of FtF progress-to-date, USG noted that greater emphasis on food security "policy" was needed to catalyze the implementation of CAADP Compacts and NAIPs.

The overarching goal of Component Two is to strengthen the capacity of government, business, and civil society leaders to manage the policy process and thus enhance the impact of agriculture and food security investments. Our team's approach to facilitating policy reform and alignment is based on USAID's three-pronged conceptualization of a functional policy system: (1) setting the policy agenda; (2) leveraging an institutional architecture underpinned by robust policy-setting organizations and processes; and (3) activating mutual accountability commitments through Joint Sector Reviews (JSR) and other multi-stakeholder forums.

Africa Lead II has been collaborating closely in Year 1 with ReSAKSS and with the Food Security Policy Innovation Lab (FSP) to identify and support improvements to the agriculture policy process, focusing primarily on the architecture or systems through which policies are identified, developed, implemented, reviewed and revised. A main focus in this regard has been on mutual accountability processes which tie Africa Lead II Components 2 and 3 together given the need to strengthen NSA involvement in mutual accountability. At the regional level and to a lesser extent the country level, Africa Lead has supported development of specific policies (e.g., seeds and biotechnology/biosafety as well as fertilizer). The focus at the country level has so far been primarily on policy architecture, systems and processes.

The Program also continued to conduct Institutional Architecture Assessments (IAA) of Agriculture Policy in countries and in one regional economic community. The most notable of these was the IAA conducted for the East African Community (EAC), which involved mapping players and analyzing the interplay of country and regional policy systems, including some significant modifications to individual country IAAs. Africa Lead also completed the IAA for Zambia and DRC.

A key achievement from Year One was the design and facilitation of JSR Assessment Workshops in six countries. Between February and April 2014, ReSAKSS and IFPRI worked with each country to complete a JSR Assessment, examining agriculture sector review processes and making recommendations for stronger, more transparent and inclusive processes. Africa Lead II contributed to the design of the workshops and led the training and preparation of each facilitator. The action plans for JSR strengthening that came out of each workshop will provide key guidance for Africa Lead II involvement in helping to implement these action plans in 2015. Key activities included:

1. Joint Sector Review:

Africa Lead II coordinated with IFPRI/ReSAKSS in designing, organizing and facilitating Joint Sector Review (JSR) Assessment Workshops in six focal countries: Ethiopia, Tanzania, Malawi, Ghana, Senegal, and Burkina Faso. During this review process, the Africa Lead II Program identified and trained local facilitators to lead an eventual workshop in each target country. The workshops provided a space for countries to review JSR Assessment findings and build action plans for improving JSR processes. Outputs included updated action plans, steps for greater coordination on agriculture sector reporting, and a push for greater inclusivity of civil society and private sector representatives.

AL II also provided dedicated support to Ghana's agriculture sector JSR stocktaking preparatory meeting in collaboration with IFPRI/ReSAKSS. (Feedback from the six JSR workshops can be found below in Figure 2).

2. COMESA:

AL II provided planning and logistical support for a COMESA/AFAP (African Fertilizer and Agribusiness Partnership) Regional Technical Meeting on Fertilizer Policy in East and Southern Africa. The meeting has laid the groundwork for a shared understanding of the main challenges

to achieving private sector-led fertilizer and agricultural input markets in the Eastern and Southern Africa Region, and approaches to overcome those challenges.

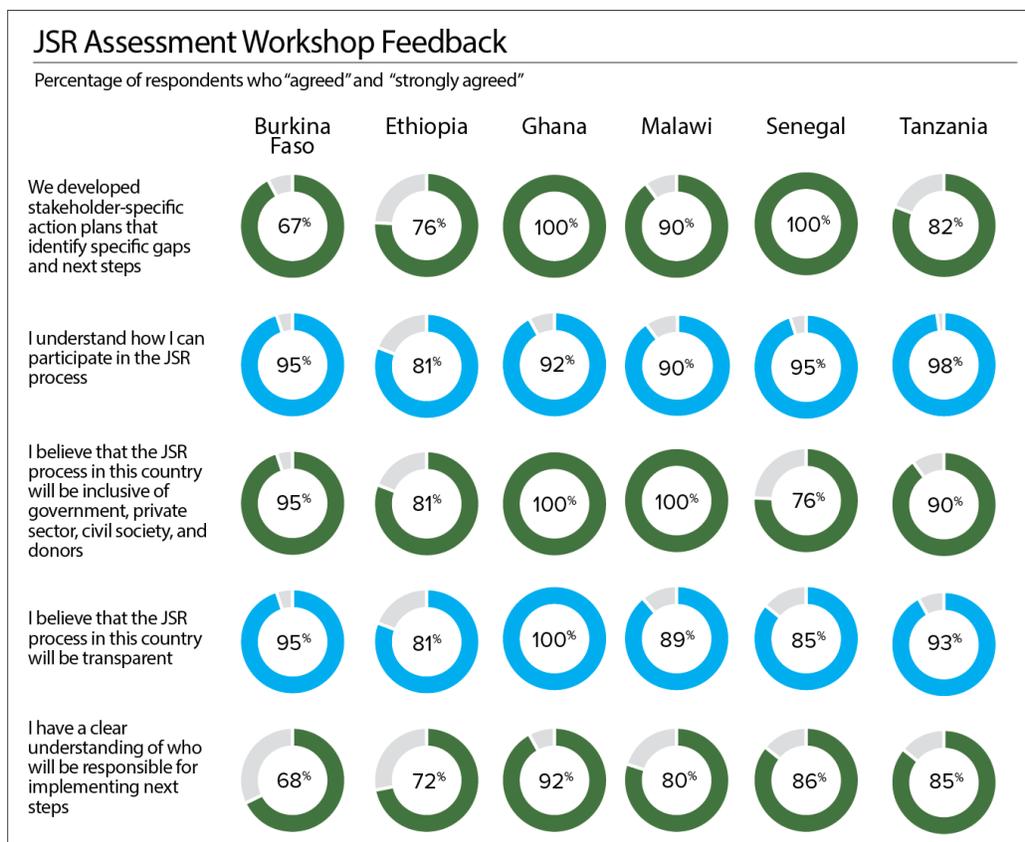
3. East Africa regional organizations:

The program provided technical assistance to ACTESA and COMESA to draft and finalize the Seed Harmonization Roadmap for the COMESA region; and supported a “Technical Convening” meeting of international seeds experts on agriculture inputs policy, focusing on seeds. The outputs of both interventions have led to greater understanding of roles and responsibilities, and a shared plan for achieving a regionally harmonized seed policy and regulatory system that will facilitate private sector investments in the seed sector.

4. Ghana:

AL II has supported Ghana’s agriculture policy process through several interventions. These include: co-organizing a quarterly Commercial Farmer Roundtable that brought together representatives of commercial farms and government to discuss the regulatory environment; organizing a two-day workshop for 33 parliamentarians on seeds certification and standards regulation; and supporting the Joint Sector Review (JSR) process. AL II stands ready to build on these efforts in Year Two with on-going support to the commercial farmer’s roundtable, JSR workshop follow-up and potential work on seed policy.

FIGURE 2: JOINT SECTOR REVIEW ASSESSMENT WORKSHOP FEEDBACK



COMPONENT THREE: ENHANCING CAPACITY OF NSAs TO ENGAGE IN AND SHAPE THE POLICY PROCESS

CAADP, especially as guided by the new Malabo Declaration, is premised upon a strong process of mutual accountability that brings together organized stakeholders who are involved in agriculture and food security policies and programs to identify, review and discuss evidence on impact. Strengthening the ability of private sector and civil society to engage productively in policy dialogue and review is a critical part of this process. Component Three focuses on creating strategic opportunities for NSAs to strengthen their networks, collaboration, and actions and to effectively participate in Joint Sector Reviews (where they exist) and other similar or associated policy and program design and impact review processes.

Africa Lead II takes the broadest possible definition of agriculture and food security policy in our work. Anything relating to the management and deliberate structuring of the agriculture sector up and down agriculture value chains is part of the policy process. Thus, our capacity building support to NSAs addresses the ability of NSAs as a whole to interact with government and donors. It also supports the ability of individual value chain or advocacy associations and NGOs to articulate their policy preferences and positions effectively. The premise underlying our support to NSAs is that the more information that is injected into the policy process the better understood and more accepted, ultimately, will be the policy outcome.

Key activities included:

1. CAADP NSA Coalition (CNC):

Reinforcing the importance of including a broad group of stakeholders to fulfill CAADP and now Malabo Declaration commitments, Africa Lead II helped to structure and facilitate two meetings for the newly established CAADP Non-State Actor (NSA) Coalition. These workshops led to the development of a draft strategic plan and action plan to boost the participation of NSAs in the AUC's CAADP coalition. (See Figure 3 below for survey results from the two NSA meetings)

2. West Africa:

The program provided the following support to the Network of Farmers' and Agricultural Producers' Organizations of West Africa (ROPPA): sponsored a regional delegation to the ROPPA convention in Niamey, Niger; and conducted a rapid capacity assessment of the ROPPA network and produced a draft report. Outputs of the assessment will contribute to strengthening this key player in the West Africa civil society engagement on agriculture and food security policy, and lead to improved, better accepted policy formulation and review. ROPPA is also a key player in the nascent continental-level CAADP NSA Coalition.

3. Ghana:

AL II has made great progress in reaching out to and organizing NSAs, especially women and youth groups. The program organized and facilitated a meeting of key CSO/NSA representatives to assess their needs and revise NSA action plans; organized roundtables

with Champions, youth and women’s groups to assess needs and design capacity strengthening activities for private sector; organized Champions for Change meetings that led to the establishment of 11 food security champion networks; and designed and facilitated Grants Writing workshops. Year Two activities will build on these successful activities and continue to strengthen links to NSAs in Ghana. The 11 food security Champions Networks are expected to be fully operational and will engage the government on key policy issues during the coming year.

FIGURE 3: NON-STATE ACTORS SURVEY RESULTS



KNOWLEDGE MANAGEMENT, LEARNING, AND COMMUNICATION (KLC)

Underpinning Africa Lead II's strategic work program is a clear focus on knowledge transfer and learning that enables the program to better manage interventions and bring about systemic and sustainable change across the continent. Working as a team across regional offices, the KLC staff captured lessons and successes from program interventions in a combination of print, web and multi-media materials to articulate clearly the transformative and dynamic nature of Africa Lead II and provide a space for continued engagement with program beneficiaries.

Key activities included:

1. Designed and developed AL II website with user-friendly and dynamic interface; and a space for Champions for Change to present successes and engage on issues
2. Developed strategic AL II program communications including: program brochures, success stories, newsletter and success stories (both print and video)
3. Deepened program outreach by leveraging social networks— development of and content curation and uploads for all AL II social media platforms (Facebook, Flickr and Vimeo)
4. Provided on-going training and technical support to field teams on communications and knowledge management products
5. Led the drafting of the Year One Workplan; three quarterly reports; and annual report

MONITORING & EVALUATION

A robust data collection and analysis function within Africa Lead II has allowed our M&E staff to generate insights on how the program is performing and to what degree it is impacting program beneficiaries. The lessons and successes gleaned from internal and external evaluations have been shared widely using various mediums including reports, publications, videos and other relevant platforms. The M&E Specialist and field M&E staff work closely with the KLC Manager and her field team to ensure program results are captured in a thoughtful and compelling manner to meet the needs of M&E reporting as well as to demonstrate progress towards the program's broader objective of increased agricultural productivity and food security.

Recognizing the challenge of working in dynamic and complex environments where the relationship between cause and effect can become unclear, unpredictable or worse, reversed, Africa Lead II is excited about the prospect of engaging in a trial on Complexity-Aware Monitoring with USAID staff during Year Two.

Key activities included:

1. Developed and defined program indicators and associated targets; drafted Performance Monitoring Plan
2. Developed M&E data collection guidelines, tools and templates for field staff and provided routine data collection support and audit of TAMIS entries

3. Conducted 6-month feedback survey with AL I training and internship participants and analyzed findings
4. Coordinated input from the field to inform design of Complexity-Aware Monitoring trial and presented AL II experience on C-AM panel at the annual American Evaluation Association Conference in Denver, Colorado

A timeline that captures all major highlights from Africa Lead's II Year One program activity can be found below in Figure 4. Following the timeline in Figure 5 is a snapshot of program results, featuring data against select indicators and a breakdown of support by organization.

FIGURE 4: AFRICA LEAD II PROGRAM TIMELINE

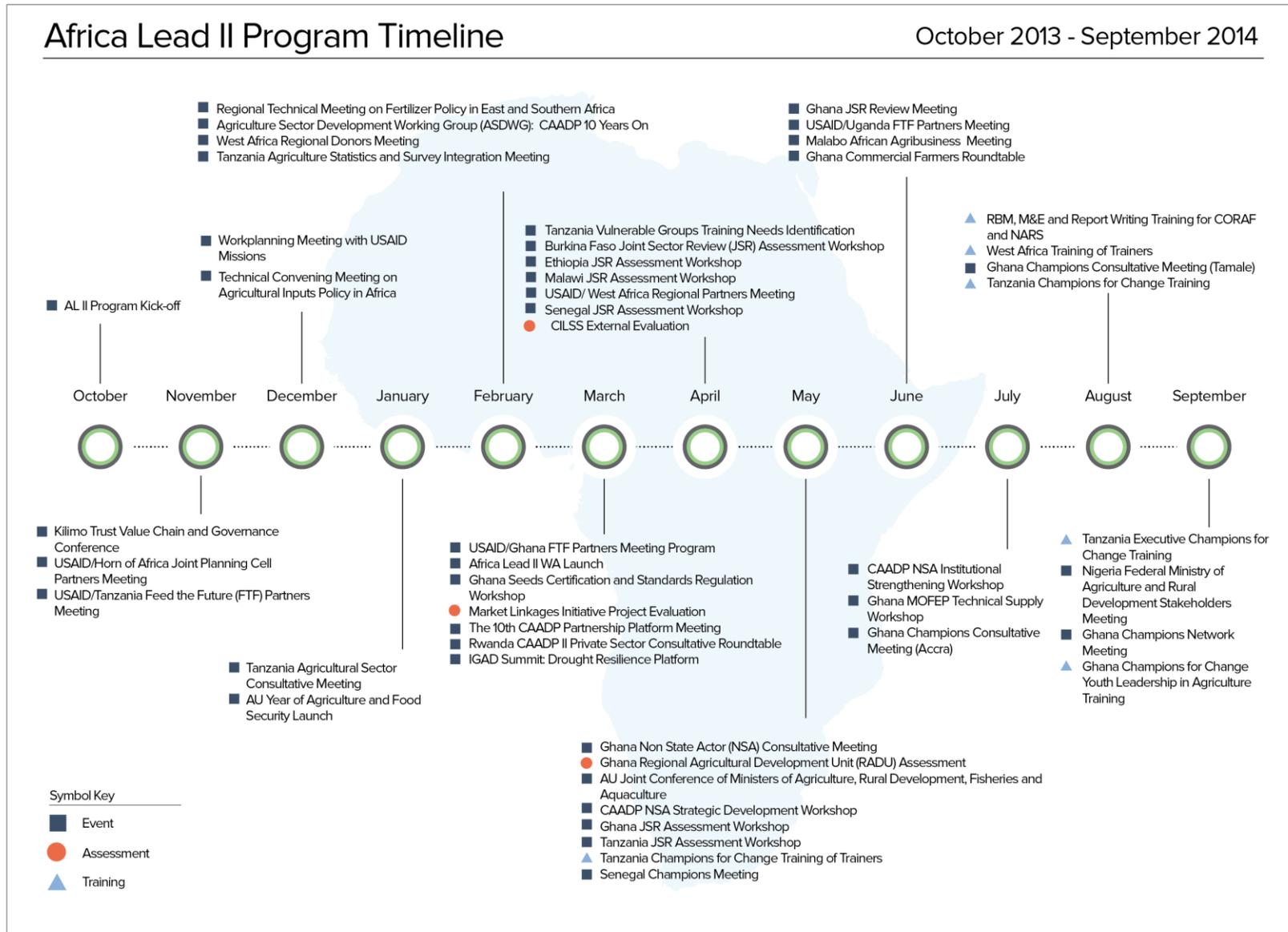
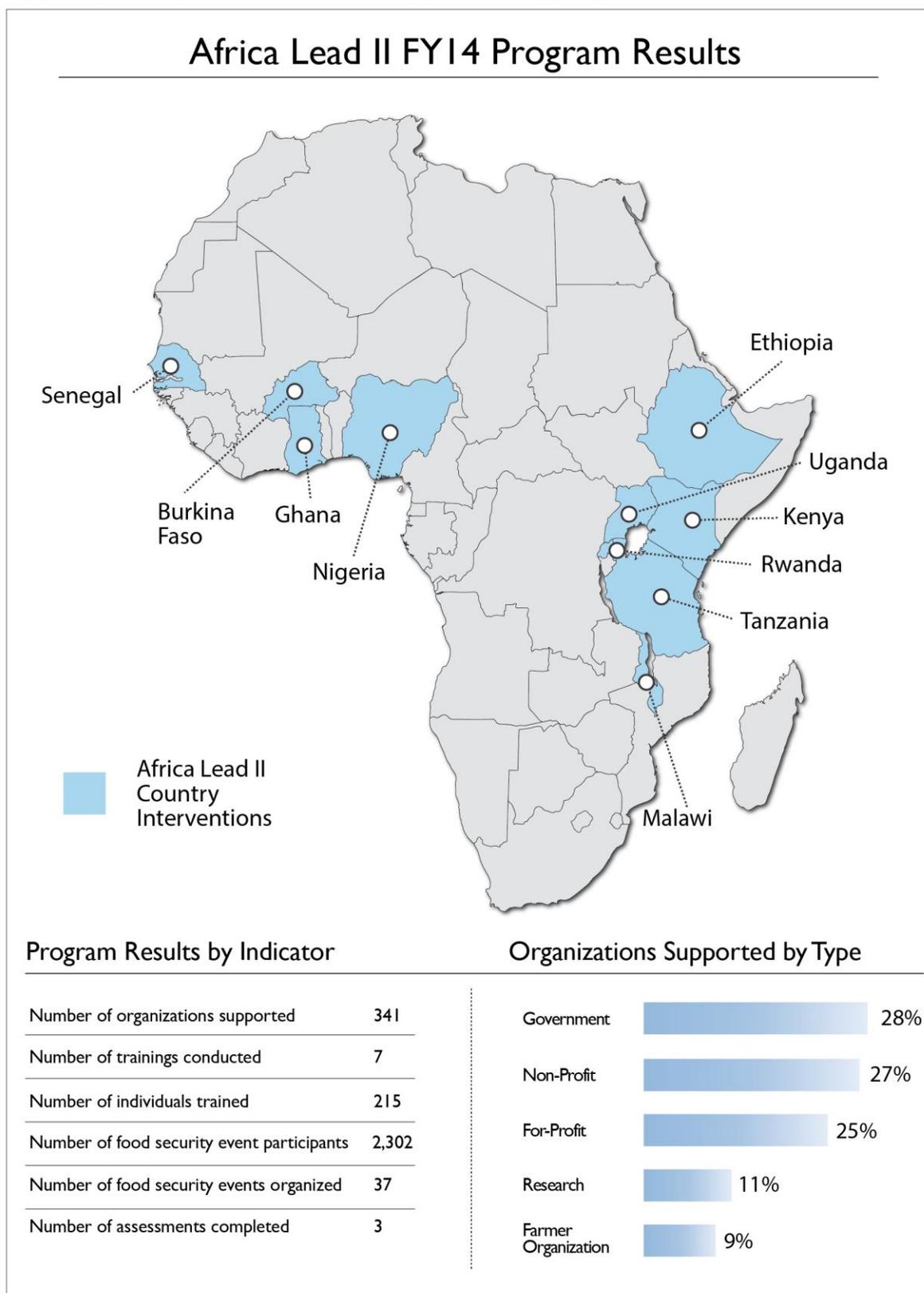


FIGURE 5: AFRICA LEAD II FY 14 PROGRAM RESULTS



III. CHALLENGES AND LESSONS LEARNED

Africa Lead II has been fortunate to have a highly organized and focused Award Officer's Representative (AOR) working closely with a senior member of USAID's Bureau for Food Security (BFS) Policy Team to provide USAID management and technical guidance to the program. Equally important, the Africa Lead II team has worked effectively and collaboratively with USAID project management as an integral part of a larger team aiming to achieve demonstrable results in African agriculture and food security structures, processes and policies. This inclusive attitude is indeed motivational.

A program with the complexity, number of clients, breadth and size of Africa Lead II will, however, naturally face challenges to smooth and coordinated implementation. This section describes how those challenges were identified and addressed so as to ensure that the program was able to effectively build upon lessons learned and accomplishments from Africa Lead I and to provide a solid foundation for years 2 – 5 of the Africa Lead II program.

Supporting Operations Costs

The first challenge was in determining how buy-ins would share the support costs of the program. For Africa Lead II, with a Washington office and two regional offices – Nairobi and Accra – the AOR and Africa Lead II believed that operational costs needed to be supported by buy-in funds as well as the Washington (BFS) funds.

DAI research into other projects of somewhat similar dimensions and complexity suggest that operations costs more closely approximate 30% of overall project costs. This held true for cost distribution under Africa Lead I, the predecessor project.

USAID and Africa Lead II together determined that missions and bureaus contemplating buying into the mechanism would be expected to contribute a percentage (generally 20% but variable depending on discussions) as an "operations allocation," to help support the general operations costs – accounting, office space, overall management – that would be difficult to separate and allocate on an individual buy-in basis.

While this approach has generally matched on-going operations costs, startup costs totaling approximately \$1.4 million constitute a larger amount that has not as yet been covered by the 20% operations allocation received from buy-ins plus the 50% received from BFS. Africa Lead II has worked closely with the field offices to charge relevant time to the specific buy ins and in time, it is anticipated that the startup costs will be absorbed.

Marketing the Mechanism

Another challenge was how to share the responsibility between the AOR and Program staff for sensitizing missions and other offices about the new services available to them through Africa

Lead II. With many missions at different levels of interest and knowledge about what AL II could offer, this has posed a challenge. Regional Directors expressed to the Chief of Party their concern about the time it could take to reach all missions and undertake the iterative process (multiple meetings) to “market” the program. This was also a concern expressed by the AOR—how to quickly make missions and bureaus aware of the new, more extensive offerings under Africa Lead II.

The solution, which worked very effectively for many missions, was to organize a workplanning meeting in Addis Ababa immediately following a Technical Convening on Agricultural Inputs Policy in Africa. A total of 15 Economic Growth and Agriculture staff from 12 missions participated in the session. During the meeting the AOR and AL II leadership described what Africa Lead II could do and how missions could access program services. Missions were then asked to consider which of the Africa Lead II services were of interest to them and if/when they might provide buy-ins to access these services. This served as the beginning of buy-in program scoping for the first set of missions to buy into the program, such as West Africa, Ghana, Nigeria, East Africa, Tanzania, Kenya and Rwanda.

Developing and Managing Buy-in Programs

Establishing how best to get to clear and strategic “asks” associated with buy-ins was another challenge. Both the program AOR and Africa Lead realized the importance of developing a streamlined and standardized process for 1) development and approval of buy-in programs; and 2) structuring mission and bureau oversight of activities under the “substantial involvement” guidelines. The attempt to put structure into the scoping, approval and program oversight process took a number of forms. First, AL II developed a template for structuring individual buy-in programs. This template was to be used in all cases to capture the high level activities and their distribution across the program’s three Components. The second was development of a template for Activity SOWs. This latter was to be a more detailed SOW that would be developed when sufficient information had been collected to be able to detail the nature of the work, timetable and likely resources to be applied to the Activity.

In addition, DAI’s TAMIS (Technical and Administrative Management Information System) designers developed a database through which completed Buy-in and Activity SOWs and budgets could be managed, stored and approved by the COP and AOR electronically. The system itself appears to work fine but Africa Lead II needs to standardize the process by which SOWs are submitted and approved by the COP, forwarded to the AOR for approval and stored and managed after being approved. Handling edits and resubmission of SOW and budget for approval also needs to be streamlined, including ensuring that older versions of SOWs are more easily removed. We expect to have worked out these challenges so that during Year 2, the SOW section of TAMIS will be the source to go to for any information on the status of individual SOWs.

Aligning Continental, Country-Level and Regional Initiatives and Priorities

Africa Lead II faced challenges in aligning its continental, regional and country-level initiatives and priorities. This was expressed most clearly in relation to the important work of strengthening

country mutual accountability systems through more structured Joint Sector Reviews (JSR), an issue raised at the continental level (thru the Malabo Declaration) and by the BFS Policy Team. Feedback from the Africa Lead II field teams, however, was that the bilateral USAID missions were often not as focused on prioritizing JSR strengthening, nor were their country counterparts, usually ministries of agriculture.

Personnel Challenges

Africa Lead II has experienced challenges with getting the right fit of specialists and in the retention of key personnel.

The unfortunate departure of the ESA Regional Director in late May caused delays in program implementation for the East and Southern Africa region, as HO staff traveled to Nairobi to provide support and the senior leadership team in Nairobi picked up some of the Regional Director's responsibilities. Within three months, however, a strong replacement mobilized to Nairobi to become the new Regional Director. This challenge has come with an opportunity for Africa Lead II to become more strategic in its work in East and Southern Africa, a wish that has frequently been articulated by Activity Managers in the USAID/East Africa regional mission office.

The project was unable to retain its Senior Organizational Change/Institutional Development (OC/ID) Specialist in the West Africa office and has been unable to find a replacement Senior OC/ID Specialist to date. And, the Bethesda based Component 1 Advisor, a specialist in organizational development, left the project six months into the program.

There have also been a few misses in STTA assignments, where the results of the consultant's work have been suboptimal. To rectify this Africa Lead II is developing a roster of candidates in a number of the technical areas we believe will be important to our service delivery. These will be vetted for their ability to engage effectively with counterparts and deliver quality reports on time. This roster will be updated and regularly shared with field and technical teams, and will have the relevant documentation to shorten the process between expressed need and finding the right candidate for an assignment.

For additional surge capacity as well as to build local and regional capacity, Africa Lead II has developed a SOW to be used in an indefinite quantity request for application (RFA) which will be shared with African consulting and training organizations.

Living with the Legacy

Moving from C4C training and a reputation for organizing and delivering high quality planning, organizational, financial, facilitation and logistical support to events, both large and small to a more mature capacity building project focusing on institutions, systems and networks proved to be a challenge for the program.

However, even with the ever-present demand for logistical support, Africa Lead II was able to provide significant technical support to AU/DREA during the run-up to the Malabo summit. This included the consultation process with AU member countries and the resulting technical report

that highlighted the findings. In addition, AL II supported the drafting and revisions of working papers and documents that were used during the various events held as part of the YOA celebration. This technical input supported the AUs efforts to initiate the 2014 Malabo Declaration and continues with the development of the Implementation Strategy and Roadmap that will be launched in 2015.

In years 2 – 5 we expect to see a sharp increase in support for institutional capacity strengthening and will organize our teams to be able to focus on this area. Realizing that supporting the smooth operation of key events related to CAADP is important, Africa Lead II will seek to create contractual relationships with events management and facilitation organizations in both East and West Africa that can provide surge support to these events.

Leverage

During the first year of implementation, Africa Lead II has leveraged program funds consistently across all activities. Program counterparts have contributed in kind and cost share support that included: staff time, venue provision and transportation costs. Notable examples include efforts by future internships hosts (Hersheys and Uncle Ben's); engagement by several regional institutions in West Africa (CORAF, CILSS, ECOWAS); and cost sharing by COMESA. Moving forward, DAI intends to put in place a more robust measurement tool to capture instances of leverage both quantitatively and qualitatively. Beginning in Year Two, AL II will capture examples of successful leverage in one-page snapshots that will contribute to an end of program compendium.

IV. INNOVATIONS AND ADAPTIVE MANAGEMENT

Africa Lead II is unusual for the reasons cited above. It has faced coordinating challenges unlike normal, single client programs with single offices and covering single countries or regions. As a consequence the program team, both USAID and the Africa Lead II Consortium, has had to come up with innovative responses to adaptively manage these challenges.

The project has worked to ensure coherence of buy-in programs and activities with the broader vision and goals of the Award. AL II agreed with USAID project management that one way of ensuring overall coherence would be to have the AOR review and concur with SOWs developed between missions and Africa Lead II's regional offices. To accommodate this, Africa Lead II customized DAI's proprietary technical and administrative management information system (TAMIS) so that SOWs once approved by Missions/Bureaus are then sent to the Chief of Party for approval and forwarded to the AOR. The unique feature of TAMIS is that it stores the SOWs in a central location that is accessible to the AOR and indicates the status of SOWs as a reminder of any required action. An interface with email ensures notification of actions between project management and USAID. The challenge is to ensure that SOWs are put into TAMIS once missions approve budgets and SOWs. Africa Lead II is still working out the kinks of the system and expects that the process will become smoother in Year Two.

Another innovation was the opportunity for AL II to work internally with AUC/DREA on the development and implementation of continent-wide consultation processes with both member states and donor organizations. AL II also worked closely with AUC/DREA and an African-based organizational development company on the design of several ministerial meetings. This work also included preparation of background documents for use during the ministerial meetings.

Also during Year One, the AL II Team worked closely with IFPRI and ReSAKSS to help seven African countries carry out assessments of their JSR practices against the practices prescribed in the Strong JSR model. Africa Lead II worked with IFPRI and the various ReSAKSS teams to prepare for and facilitate a JSR Assessment Workshop in each of the 7 countries (with the exception of Mozambique, where Africa Lead did not support the JSR Assessment or the corresponding workshop). By drawing on Africa Lead II's strength in workshop design and facilitation and IFPRI/ReSAKSS' strength in agriculture sector analysis, this collaborative activity represents an innovative approach to strengthening the JSR process in our partner countries.

In support of both IFPRI and AUC, Africa Lead II employed a cadre of trained facilitators across East and West Africa to provide in-country support for training and workshops. AL II recruited and trained facilitators (many of whom were alumni of the Africa Lead I program) to manage the process of designing and facilitating each workshop/training. Each of the in-country facilitators embodied an understanding of the Africa Lead II mission and that of the host country counterparts with whom they worked to design and facilitate training and workshops. The facilitators served as a key resource in program delivery across the program.

Africa Lead II has also adapted the successful Champions for Change training materials for two new audiences—women and youth—to meet new demand. AL II trainers and organizational development professionals have assessed women and youth to identify the content they need and the most appropriate way to deliver the training. This emphasis on women and youth supports the implementation of the 2014 Malabo Declaration where African Heads of State specifically committed to supporting and facilitating preferential entry and participation for women and youth in gainful and attractive agribusiness opportunities.

V. YEAR TWO STRATEGY

Africa Lead II is an ambitious program from which USAID expects substantial impact on the capacity and performance of African institutions and networks that are key to bringing about transformation in agriculture and food security across the continent. For the program to meet these expectations, it is imperative that it relentlessly learns, improves and sharpens focus, and builds on accomplishments and lessons from year to year.

The theme of the first year of Africa Lead II can be thought of as a year of establishment and of transitioning from the individual “Champion” focus of Africa Lead I to developing a focus on the capacity of key African institutions and individuals within those organizations.

The strategy for Year Two will be to systematically work with those institutions and networks – national, regional and continental – that are most critical to agricultural transformation and achievement of CAADP’s Malabo Declaration goals and commitments. During Year Two, AL II aims to lay the foundation for sustained building of organizational (and network) capacity.

To do so, AL II will:

- Provide organizational support to the AUC/DREA to support implementation of the Malabo Implementation Strategy and Roadmap
- Harmonize leadership training being provided across AL II and integrate face-to-face and e-learning techniques into the curriculum design
- Initiate the establishment of an innovative platform to scale up provision of agribusiness internships that can help expedite innovations in African agriculture
- Pilot, refine and roll-out the Africa Lead II Organizational Capacity Assessment / Organizational Performance Index (OCA/OPI) tool to establish and reinforce a results-oriented and learning culture within critical African agriculture organizations
- Pilot and roll-out cutting edge mapping of non-state actors involved in agriculture policy-making and programming at the country, regional and continental level to feed into the design/delivery of capacity strengthening support for NSAs
- Assist the CAADP NSA Coalition (CNC) to operationalize their action plan and develop a joint workplan with the CNC
- Create new and innovative partnerships and leveraging opportunities to expand scope and outreach of our programs

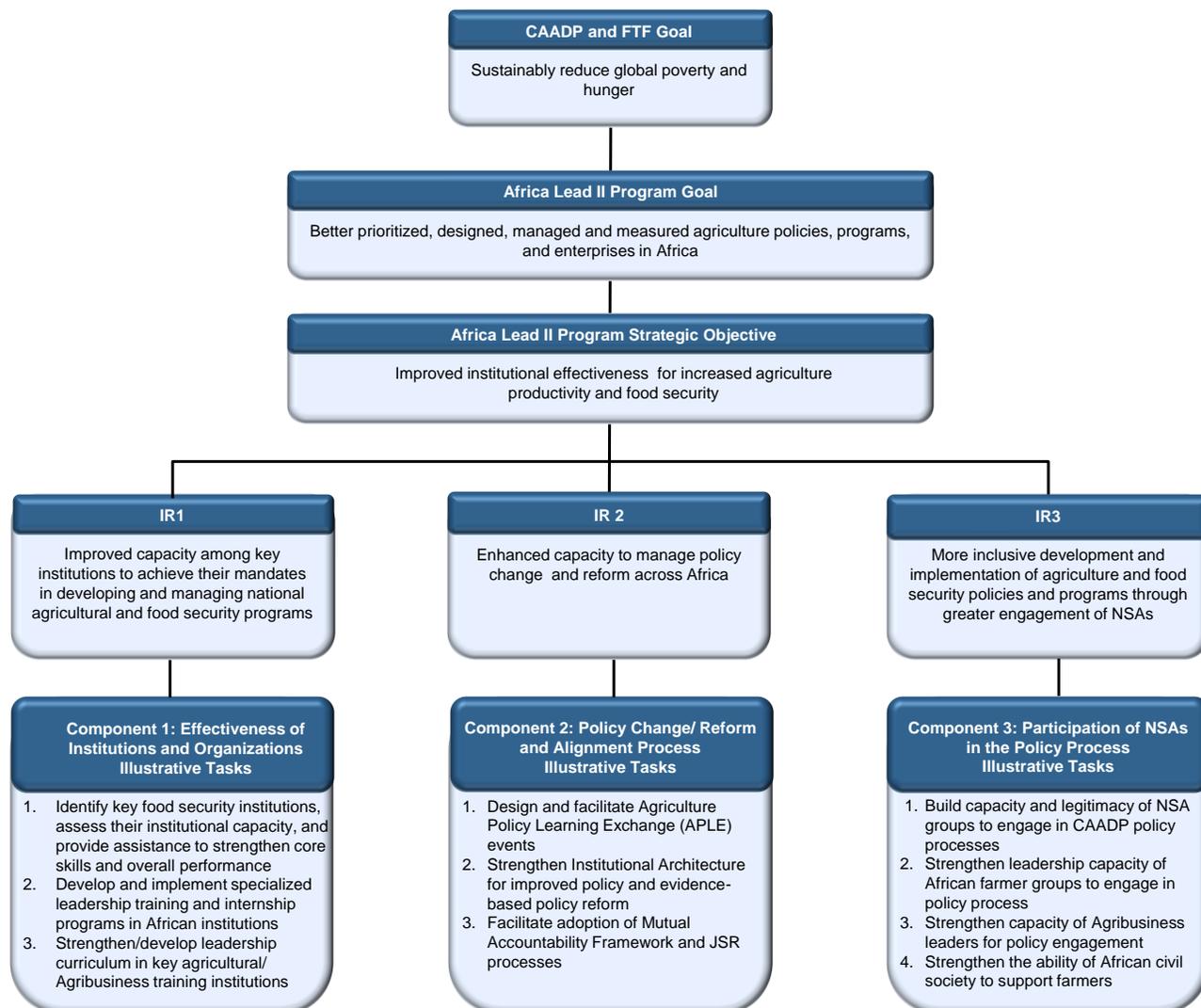
Achievement of these goals will require a level of coordination that the program has not yet achieved, especially with its USAID mission clients. Year Two will necessitate tighter collaboration and consistency of messaging between the Africa Lead II team and the USAID

project management team and will require more regular communication and guidance between headquarters and the field.

During Year Two, Africa Lead II will constantly reflect and consider how every activity requested of the program contributes to strengthening institutional and network capacity for agricultural transformation. We will also want to begin to answer the “so what” question – what difference is AL II making in achieving food and nutrition security and shared prosperity in Africa.

Africa Lead II will also institute incentives and processes to more creatively and effectively push for leverage from private sector entities and individuals participating in capacity building partnership initiatives with the program. We will measure leveraging more systematically and make leveraging numbers more central to our overall monitoring and reporting process.

ANNEX I: AFRICA LEAD II RESULTS FRAMEWORK



ANNEX II: YEAR OF AGRICULTURE TIMELINE

2014 Year of Agriculture and Food Security in Africa	
JANUARY 28, 2014	
African Union (AU) Year of Agriculture and Food Security Launch	During the launch, African leaders recommitted themselves to realizing the vision of agricultural transformation set out in the 2003 Maputo Declaration. AL II supported the organization of the event, seconded a logistics and program management consultant, developed a website, fielded consultants and sponsored individuals to attend the launch.
February 11 - 13, 2014	
CAADP 10 Years On: Agriculture Sector Development Working Group (ASDWG)	During this special meeting senior government representatives, Regional Economic Communities, and Donor Partners reviewed progress, challenges and lessons on sustaining the momentum and improving implementation, coordination and alignment with National Agriculture and Food Security Investment Plans (NAFSIPs). AL II supported the completion of two surveys to take stock of progress achieved and challenges limiting implementation of the NAFSIPs; identified and trained country facilitators in nine countries to support completion of the stocktaking surveys; and summarized the results of stocktaking exercises and workshop consultations into a technical report. AL II also provided logistics for the 150 delegates who attended the session.
March 19 - 22, 2014	
10th CAADP Partnership Platform Meeting	The meeting brought together key stakeholders to reflect on progress made, discuss new challenges and opportunities, set goals for the next 10 years and define targets as well as actions to achieve results. AL II provided critical logistical support to the meeting that brought together over 600 leaders from donor organizations, African governments, private agribusiness firms, financial institutions, farmers, NGOs and civil society organizations.
April 28 - May 2, 2014	
AU Joint Conference of Ministers of Agriculture, Rural Development, Fisheries and Aquaculture	The meeting reviewed country and regional progress on investing in these sectors, especially impacting production and productivity, access to markets and competitiveness, innovation, resilience, and investment finance. The meeting resulted in adoption of resolutions outlining specific goals, targets, and commitments to inform the drafting of the Malabo Declaration for debate during the June AU Summit. AL II provided technical and logistical support for over 300 ministers and technical experts from member countries.
May 3 - 5, 2014	
CAADP NSA Coalition Strategic Development Workshop	The strategic workshop was organized to move the NSA forward in terms of their capacity to work together for policy change. During the workshop participants drafted the CAADAP NSA vision, mission and values; strategic direction for the next 10-years; joint advocacy strategy; institutional arrangement and governance; and an action plan for the next 12-18 months that identified specific steps and target dates to operationalize the continental level strategic plan. AL II organized the workshop and provided logistical and facilitation support.
June 22, 2014	
African Agribusiness Meeting in Malabo	The Forum formulated elements of the roadmap for operationalizing Ministerial and Summit commitments. This included ways to achieve deeper engagement of the private sector in African agriculture with a focus on domestic and local private sector; unlock domestic financial capital investments in agricultural commodity value chains; and include smallholders, women and youth. AL II provided logistical support for the meeting.
June 26 - 27, 2014	
AU Summit of the Heads of State and Government	The Summit culminated with the signing of the Malabo Declaration on Accelerated Agriculture Growth and Transformation for Shared Prosperity and Improved Livelihoods that outlined commitments to enhance investment finance in agriculture; end hunger in Africa by 2025; halve poverty by the year 2025 through inclusive agriculture growth and transformation; boost intra-African trade in agricultural commodities and services; enhance resilience of livelihoods and production systems to climate variability and other related risks; mutual accountability to actions and results. AL II provided logistical support to the meeting.
July 21 - 23, 2014	
CAADP NSA Coalition Institutional Strengthening Workshop	The Coalition reviewed the proposed design of the institutional structure and adopted key documents that were generated during the Strategic Development Workshop. The group focused on developing specific plans to advance/pilot several concrete actions at country level to "ground-truth" the NSA vision. AL II organized the workshop providing facilitation and logistical support.

ANNEX II: INDICATORS PERFORMANCE TRACKING TABLE (IPTT)²

#	Indicator Type	Indicator	Y1 Target	Achieved by Quarter				Y1 Achieved
				Q1	Q2	Q3	Q4	
Africa Lead II Goal: Better prioritized, designed, delivered, implemented and measured agriculture policies, programs, and enterprises in Africa								
G1.1	Impact (FTF 4.5-3)	Percentage of agricultural GDP growth	NA					NA
G1.2	Impact (FTF 4.5-12)	Percentage of national spending allocated to agriculture	NA					NA
G1.3	Impact	Percentage change in private sector investment in agriculture	NA					NA
Africa Lead II Strategic Objective: Improved institutional effectiveness for increased sustainable agriculture productivity and food security								
SO1.1	Outcome	Number of countries implementing prioritized and coordinated action plans based on their NAIPs	NA					NA
SO1.2	Outcome	Percentage of countries with improved year over year "Ease of Doing Business in Agriculture Index" ranking (BBA)	NA					NA
Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs								
1.1	Outcome	Percentage of individuals trained in leadership/management techniques who apply new knowledge and skills acquired	50%	-	-	-	-	-
1.2	Outcome	Percentage of individuals trained in OCA and/or OPI tools who apply principles and practices with little or no difficulty in their respective institutions/organizations	40%	-	-	-	-	-
1.3	Output (FTF 4.5.2-7)	Number of individuals receiving USG supported short-term agricultural sector productivity or food security training	500	-	-	25	190	215 ³
		% Women (Target 35%)	175	-	-	5 (20%)	51 (27%)	56 (26%)

²Not all Africa Lead II Goals, SOs or IR indicators are measured quarterly or annually. They are included here for completeness only. While not yet approved through an official modification, AL II has incorporated changes to the program indicators as requested by USAID that are reflected in the IPTT table. Additionally, SOW development with buy-in missions took longer than anticipated thus contributing to a delayed start in some activities.

³ This figure reflects C4C training in Tanzania, Champions for Change Youth Leadership in Agriculture Training in Ghana, and TOT and RBM training in West Africa.

#	Indicator Type	Indicator	Y1 Target	Achieved by Quarter				Y1 Achieved
				Q1	Q2	Q3	Q4	
1.4	Outcome	Percentage of institutions/organizations that show overall improvements in organizational capacity assessments and performance index	25%	-	-	-	-	-
1.5	Output	Number of organizational/institutional capacity assessments completed with support from AL II	7	-	-	-	3	3
1.6	Output	Number of knowledge products generated with support from AL II	10	-	3	1	2	6 ⁴
1.7	Output	Number of food security-related events supported by AL II	20	-	11	20	13	44 ⁵
1.8	Output	Number of individuals engaged in Africa Lead II supported awareness raising or coalition building events other than training	1,500	21	1,494	1,411	322	2,302 ⁶
		% Women (Target 35%)	525	4 (19%)	478 (32%)	378 (27%)	101 (31%)	672 (29%)
1.9	Output	Number of organizations at the national and regional level receiving technical assistance under AL II	14	2	4	4	4	4 ⁷
Intermediate Result 2: Enhanced capacity to manage policy change and reform across Africa								
2.1	Outcome	Number of countries with a strengthened JSR process as measured by milestones of a "Strong JSR"	7	-	-	-	-	-
2.2	Outcome	Number of agriculture policies in countries' G-8 Cooperation Framework policy matrices that have been advanced along the policy development continuum	TBD	-	-	-	-	-
2.3	Output	Number of countries receiving Africa Lead II assistance	13	3	7	9	10	10 ⁸
2.4	Output	Number of countries with completed IAAs that are validated in stakeholder workshops	6	-	-	-	-	-
2.5	Output	Number of JSR workshops conducted/facilitated	7	-	-	6	-	6
Intermediate Result 3: More inclusive development and implementation of agriculture and food security policies and programs, through greater engagement of NSAs								
3.1	Outcome (FTF)	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations, & community-based organizations	15	-	-	-	-	-

⁴ Knowledge products include the AL II Newsletters, brochures, success stories and video productions.

⁵ The figure includes 37 food security events and seven training courses.

⁶ This figure reflects the number of participants who attended the 37 coalition building and networking events that AL II supported during the year.

⁷ This figure includes support to AUC, ECOWAS, CORAF and CILSS.

⁸ In this reporting period, Africa Lead II worked with Ghana, Senegal, Burkina Faso, Tanzania, Rwanda, Uganda, Ethiopia, Malawi, Nigeria and Kenya.

#	Indicator Type	Indicator	Y1 Target	Achieved by Quarter				Y1 Achieved
				Q1	Q2	Q3	Q4	
	4.5.2-42)	(CBOs) that apply improved technologies or management practices as a result of USG assistance ⁹						
3.2	Output (FTF 4.5.2-11)	Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	50	35	66	94	29	142 ¹⁰
3.3	Output (FTF 4.5.2-27)	Number of members of producer organizations and community based organizations receiving USG assistance	300	-	-	83	102	185
		% Women (Target 35%)	105	-	-	18 (22%)	41 (40%)	59 (30%)
3.4	Outcome	Percentage of countries that have NSAs actively participating in JSR Steering Committee	30%	-	-	-	-	-
3.5	Outcome	Percentage of countries that have women's organizations actively participating in JSR Steering Committee	30%	-	-	-	-	-
3.6	Outcome	Percentage of NSAs that report satisfaction with their JSR participation	30%	-	-	-	-	-
3.7	Outcome	Percentage of policy commitments adopted by AU and national governments that are informed by CAADP NSA's policy agenda	20%	-	-	-	-	-
3.8	Outcome	Percentage of constituents represented by agriculture-focused NSAs participating in the JSR process	30%	-	-	-	-	-

⁹ This indicator is measured after six months of assistance. The events eligible for this indicator took place in the second-half of the year. Reporting will commence in FY 15.

¹⁰ The total for the year has been discounted to account for the possibility of double counting organizations that may have attended multiple events. Actuals for quarters 1, 2 and 3 have been updated to reflect the number of organizations that have received USG assistance within the AL II Program context.

