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AfricaLead
Scaling up for food security in Africa

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

WORKPLAN YEAR TWO: OCTOBER 2014 – SEPTEMBER
2015

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

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TABLE OF CONTENTS

TABLE OF CONTENTS	I
LIST OF FIGURES AND TABLES	III
ACRONYMS	1
INTRODUCTION AND BACKGROUND.....	3
STRATEGIC OVERVIEW AND APPROACH.....	4
STRATEGIC OVERVIEW.....	4
OVERALL APPROACH	5
YEAR TWO STRATEGY	7
YEAR TWO PROGRAM DESCRIPTION	9
CONSULTATION, SENSITIZATION AND COORDINATION.....	9
Task 0.1: Consult with bilateral and regional USAID Missions.....	9
Task 0.2: Collaborate with food security organizations and programs	9
Task 0.3: Establish and support AUC–USAID program advisory group (PAG) for program coordination and alignment	9
Task 0.4: Provide sponsorship, facilitation, logistics and technical support to food security related events.....	10
COMPONENT ONE: IMPROVING INSTITUTIONAL CAPACITY TO MANAGE AGRICULTURAL DEVELOPMENT.....	10
Task 1.1: Identify key food security institutions and assess institutional capacity	11
Task 1.2: Provide assistance to strengthen performance of key institutions	12
Task 1.3: Provide customized leadership and management training (“Champions for Change”).....	15
Task 1.4: Support Mandela fellows with leadership/management training, networking and agribusiness/agriculture internships.....	18
Task 1.5: Support strengthening or creation of leadership curriculum in key agricultural/Agribusiness tertiary training institutions	19
Task 1.6: Support and scale up agribusiness internship opportunities for agribusiness students and mid-career experts	21
COMPONENT TWO: STRENGTHEN CAPACITY TO MANAGE AND IMPLEMENT THE POLICY CHANGE AND ALIGNMENT PROCESS	23
Task 2.1: Design, deliver and facilitate agriculture policy training workshops	24
Task 2.2: Strengthen institutional architecture for improved policy and evidence-based policy reform	25
Task 2.3: Facilitate adoption/improvement of mutual accountability framework and JSR processes at country, REC and continental levels.....	26

COMPONENT THREE: PROMOTE THE EFFECTIVE, INCLUSIVE PARTICIPATION OF NON-STATE ACTORS (NSA) IN THE POLICY PROCESS	28
Task 3.1: Identify and select NSA counterparts to engage in the CAADP Policy Process	28
Task 3.2: Build Capacity of key NSA groups to Support CAADP Objectives	29
Task 3.3: Facilitate NSA support to CAADP objectives	30
KNOWLEDGE MANAGEMENT, LEARNING, AND COMMUNICATION	33
Task 1: Buy-in Services.....	33
Task 2: Program Services	34
MONITORING & EVALUATION	36
Task 1: Program M&E Data Collection	37
Task 2: perform data Compilation, analysis and report progress against indicators	Error!
Bookmark not defined.	
Task 3: Work with technical team to establish baselines and performance targets.....	37
Task 4: Participate in Complexity-Aware Monitoring Pilot.....	38

LIST OF FIGURES AND TABLES

FIGURE

Figure 1: Theory of Change for Increased Agricultural Productivity and Food Security..... 3

Figure 2: Africa Lead II Results Framework..... 6

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	Central African Council for Agricultural Research
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

INTRODUCTION AND 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



STRATEGIC OVERVIEW AND APPROACH

STRATEGIC OVERVIEW

Under CAADP, African countries, Regional Economic Communities (RECs) and the African Union Commission (AUC) have been working to establish the institutional architecture, policies, programs and mutual accountability frameworks to foster transformation of the continent's agriculture sector, newly reinforced with the 2014 Malabo Declaration on Accelerated Agriculture Growth and Transformation for Shared Prosperity and Improved Livelihoods.

The US Government has aligned its food security assistance – namely the FTF Initiative and the New Alliance for Food Security and Nutrition – with the July 2009 l'Aquila Principles, in particular the first two: 1) adopt a comprehensive approach to food security that focuses on advancing agriculture-led growth, reducing undernutrition, and increasing the impact of humanitarian food assistance; and 2) invest in country-led plans. Africa Lead II will support the core driving principle of each of these programs, namely building strong human and institutional capacity in Africa to lead and sustain inclusive economic growth and agricultural transformation.

Africa Lead II is guided by the understanding (“theory of change”) that better prioritized, designed, managed and measured agriculture policies, programs and enterprises in Africa will lead – through research, farming and agribusiness innovations – 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 – to achieve food security. It requires clear and publicly accessible policy agendas that are subject to validation by various stakeholders. And it requires an open process by which stakeholders are encouraged 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 will play in this process will be as a catalyst for the innovations in individual leadership behavior, institutional performance and the policy process, especially in increasing evidence-based policy debate and decision-making and in strengthening engagement of non-state actors, including agribusiness, farmer organizations and other civil society stakeholders. Africa Lead II will, in particular, build 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 institutions. But what will distinguish Africa Lead II will be its focus on the institutions in which these Champions work to bring about the improvements in capacity – in systems, leadership and management – that will bring these institutions to maximum effectiveness.

Africa Lead II will also seek to bring proven ideas and approaches such as the Champions for Change leadership training and the program's tested approach to providing internship-like opportunities to students and mid-level agribusiness entrepreneurs or technicians to scale. This

will involve innovative grants programs as well as leveraging resources from non-traditional entities that value innovations in leadership training and entrepreneurship in agriculture and food security.

OVERALL APPROACH

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

Under Component One, trained and networked Champions working in key institutions upon which agricultural transformation depends – agriculture research institutions, policy-making institutions, regulatory bodies, farmer-based organizations, business associations and civil society organizations – **will facilitate transformation of their institutions into increasingly innovative and results-oriented institutions.** These will be organizations that have the systems, structure and staff to critically analyze policies and programs to determine whether desired impacts are being achieved and to adjust policies and programs for maximum impact. They will further be organizations in which leaders understand that to achieve maximum impact they need to break down silos and collaborate in a sector-wide type of approach.

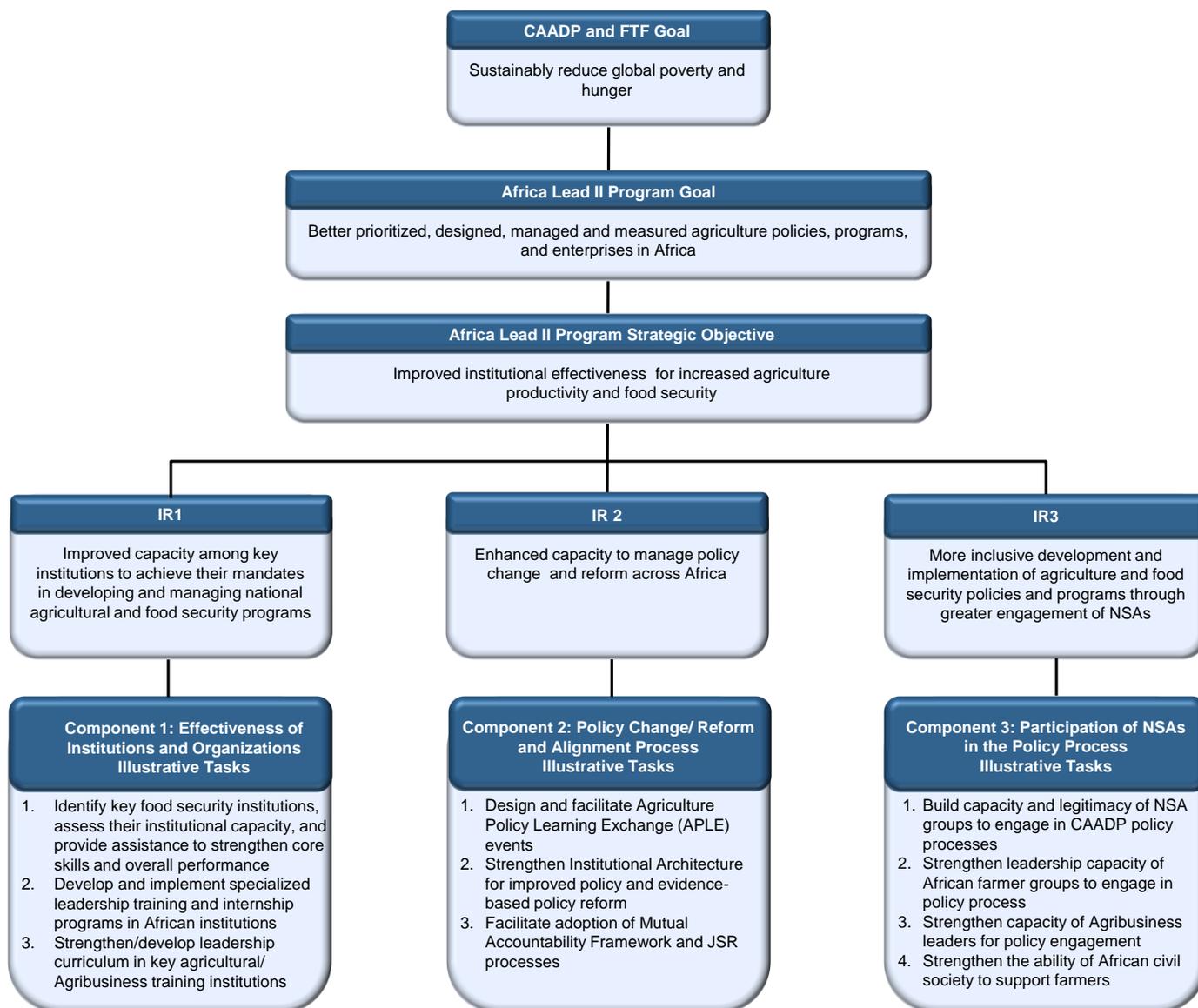
Under Component Two, the **policy process will become increasingly systematized, professionalized and evidence-based**, thus illuminating proposed policies and the impact of existing policies (nature of impact, type and nature of unintended consequences, etc.).

Component Three activities complement those of the other two components by ensuring greater inclusiveness and therefore greater perspective and richness in the policy process, which can ensure that **policies undertaken are more likely to draw upon the perspectives of the variety of stakeholders and interest groups.** By combining strengthened institutions with more clearly articulated policy agendas and procedures for ensuring effective mutual accountability and feedback, the Component activities will collectively lead to better policies and programs and a stronger likelihood of achieving CAADP and FTF goals.

To generate maximum impact under Africa Lead II, it is incumbent on the Program and USAID to “crowd-in” as many resources into this process as possible. Africa Lead II will seek to do this by engaging private sector participants, foundations and individual benefactors with financial or other interest in the development of the agriculture sector and agribusiness in Africa. The program will engage new and traditional partners on approaches to reach scale and ensure sustainability of Africa Lead II’s efforts.

A snapshot of AL II’s Results Framework, outlining the path from high-level goals to program-level activities, follows in Figure 2.

FIGURE 2: AFRICA LEAD II RESULTS FRAMEWORK



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 for implementation of the Malabo Implementation Strategy and Roadmap
- Harmonize leadership training across AL II and integrate face-to-face and e-learning techniques into curriculum design
- Initiate establishment of an innovative platform to scale up 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
- 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 tight collaboration and consistency of messaging between the Africa Lead II team and the USAID project management team and will require regular communication and guidance from Washington to the USAID missions.

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 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.

YEAR TWO PROGRAM DESCRIPTION

What follows below is the work plan for the second year (October 1, 2014 – September 30, 2015) of the five-year Africa Lead II program. Timelines for each region’s activities follows in Annex I.

CONSULTATION, SENSITIZATION AND COORDINATION

TASK 0.1: CONSULT WITH BILATERAL AND REGIONAL USAID MISSIONS

This task serves a critical function for Africa Lead II as it enables the program to secure buy-in funds for its capacity building activities and allows it to involve missions in the learning process that results from program engagement with countries and RECs across the continent as well as with the continental level program, CAADP. Senior Africa Lead II managers at the level of COP, Regional Directors/Regional DCOPs, Technical DCOP and Component Advisors will, as appropriate, conduct periodic meetings with USAID missions, bureaus and other potential and current “buy-in” partners to identify needs, discuss and review progress and consult on what is working and what needs to be adjusted.

TASK 0.2: COLLABORATE WITH FOOD SECURITY ORGANIZATIONS AND PROGRAMS

As a central FTF capacity building program, it is imperative that AL II consult and collaborate as appropriate with other programs providing capacity building support across the continent. Through regular consultations, Africa Lead II will learn and contribute to a valuable body of knowledge. The program will collaborate through a number of ways, including inviting other programs to Africa Lead II events and attending workshops, conferences and meetings held by other organizations and programs supporting CAADP and FTF initiatives. ESA will continue to coordinate with DAI’s USAID-funded East Africa Trade and Investment Hub and the DFID-funded Regional Food Trade Project to explore potential collaboration and synergies. Examples of events of other organizations or programs in which Africa Lead II will plan to participate include:

- ReSAKSS regional and continental annual meetings (December 2014, Sept/Oct 2015)
- Food Security Policy (FSP) case study review meeting (Spring 2015)

TASK 0.3: ESTABLISH AND SUPPORT AUC–USAID PROGRAM ADVISORY GROUP (PAG) FOR PROGRAM COORDINATION AND ALIGNMENT

In order to ensure maximum alignment of the Africa Lead II work program with CAADP, especially in support of the implementation of the Malabo Declarations commitments, USAID and the AUC have accepted Africa Lead’s proposal for the creation and operation of a Program Advisory Group (PAG) whose primary purpose will be as advisers who will provide input and suggestions for the Africa Lead II annual workplans. The PAG will not have approval powers; rather the group will provide advice and counsel on how best to achieve AL II’s goals. The activities under this Task are of two types: 1. Foundational- the establishment of the PAG and its terms and policy of operation; and 2. Functional- ensuring periodic meetings.

Activity 0.3.1: Establish the Africa Lead II Program Advisory Group (PAG)

Both USAID and the AUC agree with Africa Lead II on the value of constituting a Program Advisory Group (PAG) that will provide high level guidance to the program and help ensure maximum alignment of Africa Lead II activities with other initiatives supported by the AUC and other continental organizations or programs. The idea of a PAG is a key element of ensuring program ownership and alignment as articulated in the AL II program's foundational documents. The establishment of the PAG was postponed by a year because of the high level of involvement in "African Year of Agriculture and Food Security" activity coordinated by AUC's Department of Rural Economy and Agriculture (DREA) during 2014. Starting in Year Two, Africa Lead II will work with USAID and AUC/DREA to develop the terms of the PAG and to schedule PAG meetings.

Activity 0.3.2: Support periodic meetings of the Africa Lead II PAG

AL II will perform a dual function for the PAG. The program will serve as the Secretariat, ensuring scheduling, invitations and preparation of the agenda and notes from PAG meetings. Africa Lead II will also present annual accomplishments and the workplan to the PAG for review and discussion. The details of this process will be determined in the foundational documents for the PAG.

TASK 0.4: PROVIDE SPONSORSHIP, FACILITATION, LOGISTICS AND TECHNICAL SUPPORT TO FOOD SECURITY RELATED EVENTS

Activity 0.4.1: Support USAID Meetings

- Tanzania: Provide facilitation and logistical support to the Economic Growth Partners Meeting
- East Africa: Provide facilitation and logistical support to the Feed the Future Partners Meeting
- West Africa: Provide facilitation support to USAID West Africa Economic Growth office retreat
- Ghana: Provide facilitation and logistical support to the Feed the Future Partners Meeting

Activity 0.4.2: Sponsor AL II beneficiaries to participate in national, regional and continental food security related meetings, workshops, short courses and events

- Sponsor beneficiaries/delegations to participate in national, regional and continental high-level food security events as requested

COMPONENT ONE: IMPROVING INSTITUTIONAL CAPACITY TO MANAGE AGRICULTURAL DEVELOPMENT

The purpose of Component One is to help improve "the institutional/organizational architecture of key organizations and institutions to lead African agriculture transformation operating at the highest level of effectiveness ...to assist in strengthening core competencies on the African institutions/organizations that are needed to advance agricultural transformation. These core competencies will be achieved through a coherent plan of action that works structurally to: (i)

identify, assess and 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 capacity building programs including training, coaching and mentoring approaches that respond to the need to develop leaders who are willing to make tough decisions and guide the process through to completion”.¹ Target institutions will include policy-making and policy implementation government ministries, departments and agencies, non-governmental organizations, farmer-based organizations, private-sectors agribusiness 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. 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 an institution’s capacity needs, identifying technical assistance to address needs and developing a performance measurement and reporting systems to track organizational improvement over time.

Based on the information generated by the organizational assessment process and building on the experience of Africa Lead I, AL II will work to create the conditions for the establishment of effective, efficient, relevant and sustained institutions and organizations to help them achieve their mandate in developing and managing national agricultural and food security programs and hence, contribute to the CAADP and FTF goal of reducing global poverty and hunger. To that end, Africa Lead II will support the implementation of the following tasks during FY15.

TASK 1.1: IDENTIFY KEY FOOD SECURITY INSTITUTIONS AND ASSESS INSTITUTIONAL CAPACITY

Two crucial steps will be needed for AL II to be efficient and effective in its mandate to help build the capacity of key institutions to lead the transformation of agriculture and food security in Africa. In consultation with USAID and PAG, Africa Lead will (i) identify organizations that are central to both CAADP and country agriculture policy and program development and (ii) work with those organizations to conduct facilitated or guided self-assessments and develop targeted capacity building programs. This combination of related steps will help guide capacity building efforts aimed at ensuring that the key agriculture and food security organizations become learning organizations ever more able to deliver on policies and programs with positive impact.

Activity 1.1.1: Conduct institutional assessments of selected African organizations and institutions

As a key part of institutional capacity strengthening, Africa Lead II will conduct either assessment validation workshops or facilitated assessments depending on how recently an organizational assessment of any particular organization has been conducted. The emphasis on facilitated self-assessments is central to our work and supports our objective for the process to become owned and internalized in every organization with which we work.

Proposed activities include:

¹ USAID Africa Lead II Request for Application Program Description.

East and Southern Africa Region (Nairobi office):

- Tanzania: Conduct institutional assessment for Zanzibar Agriculture Research Institute (ZARI) and Kizimbani Agricultural Training Institute (KATI) and others as requested
- East Africa: Conduct institutional assessments of regional organizations (e.g. IGAD, ACTESA, COMESA, AFSTA, AFAP, ASARECA and EAC) as requested
- Kenya: Conduct institutional capacity assessments for local county governments/NSAs and possibly for national institutions that interface with county governments
- Rwanda: Conduct capacity assessment of MINAGRI to develop and implement a government-led investment profiling program

West Africa Region (Accra office):

- Ghana: Conduct institutional assessments for key institutions involved in METASIP, including MOFEP/Agribusiness Unit, Ghana Commercial Agriculture Program, Ghana National Association of Poultry Farmers, Inland Culture Fisheries Association, Seed Producers Association of Ghana, and all AL II grant recipients
- West Africa: Conduct institutional assessment of key regional institutions as requested
- Senegal: Conduct institutional assessment for key organizations

Continental (Bethesda office):

- AUC/DREA: Conduct institutional assessment for the Department of Rural Economy and Agriculture (DREA) and other continental organizations as requested

Associated indicator for Task 1.1 are captured below:

Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs (Component One)	
1.5	Number of organizational/institutional capacity assessments completed with support from Africa Lead II

TASK 1.2: PROVIDE ASSISTANCE TO STRENGTHEN PERFORMANCE OF KEY INSTITUTIONS

This task is premised upon the reality that effective leaders hone and refine their leadership skills through participation in organizations and networks of organizations. Under this task, Africa Lead II will partner with select organizations to initiate, develop and roll-out capacity building plans. AL II will support facilitated self-assessments and development of capacity building programs built on a careful analysis of the organization's vision, mission and specific deliverables. Organizations will be expected to engage in substantial cost-share and to show clear evidence of their commitment to use the capacity building support to achieve sustainable and measurable improvements in performance.

Activity 1.2.1: Develop and implement capacity strengthening plans for select organizations based on completed assessments

Facilitated self-assessments or reviews and validation of recently completed assessments will lead to a highly prioritized set of capacity building activities, some of which Africa Lead II will provide under this activity.

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- Tanzania: Develop and implement capacity strengthening plans for Zanzibar Agriculture Research Institute (ZARI) and Kizimbani Agricultural Training Institute (KATI) and others as requested
- East Africa: Develop and implement capacity strengthening plans for regional institutions (e.g. IGAD, ACTESA, COMESA, AFSTA, AFAP, ASARECA and EAC) as requested
- Rwanda: Depending on the results of an assessment, develop and implement training on technical and financial analysis of investment plans for MINAGRI
- Kenya: Develop and implement capacity strengthening plans for local county governments/NSAs and selected national institutions

West Africa Region (Accra office):

- West Africa: Implement capacity strengthening plans for CORAF/WECARD, CILSS, ECOWAS, ROPPA and Hub Rural providing customized short courses, technical assistance, coaching and mentoring and internship support
- Ghana: Develop and implement capacity strengthening plans for MOFA/PPMED, MOFEP, SARI, GCAP, University of Cape Coast, Ministry of Fisheries and other private sector member associations and other organizations as requested
- Nigeria: Develop and implement 5-year capacity strengthening plan for FMARD
- Senegal: Provide capacity building support to Ministry of Agriculture (MAER), Ministry of Investment Promotion, BOS, MAER, MIP, APIX, DRDR and other organizations as requested

Continental (Bethesda office):

- Support the assessment, design and delivery and monitoring of targeted capacity development programs for various ESA and WA institutions and organizations, including use of OCA/OPI methodologies
- AUC/DREA: Develop and implement capacity strengthening plans for AUC/DREA and other continental organization as requested

Activity 1.2.2: Measure institutional strengthening progress and identify additional needs

Realizing the importance to organizations and their stakeholders (members, donors, beneficiaries) for information to be generated about capacity and performance, this activity

focuses on ensuring that Organization Capacity Assessment (OCA)/Organizational Performance Index (OPI) information is regularly captured and communicated.

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- Tanzania: Facilitate periodic reviews of organizational capacity and organizational performance of ZARI, KATI and other institutions as requested
- East Africa: Facilitate periodic reviews of organizational capacity and organizational performance of regional institutions (IGAD, ACTESA, COMESA, AFSTA, AFAP, ASARECA and EAC) as appropriate
- Rwanda: Facilitate periodic reviews of organizational capacity and organizational performance of MINAGRI

West Africa Region (Accra office):

Develop M&E performance tools for and facilitate periodic reviews of organizational capacity and organizational performance for:

- West Africa: CORAF/WECARD, CILSS, DAEWR/ECOWAS, ROPPA and Hub Rural
- Ghana: MOFA/PPMED, MOFEP, SARI, GCAP, Ghana National Association of Poultry Farmers, Inland Culture Fisheries Association, Seed Producers Association of Ghana, Ghana Cooperative Agriculture Producers and Marketing Association, University of Cape Coast, Ministry of Fisheries and other organizations as requested
- Senegal: Bureau Opérationnel de Suivi du Plan Sénégal Emergent (BOS), Ministère de l'Agriculture et de l'Équipement Rural (MAER), Ministry of Investment Promotion (MIP), Promotion des Investissements et Grands Travaux (APIX), and Direction Régionale du Développement Rural (DRDR)

Continental (Bethesda office):

- AUC/DREA: Facilitate periodic reviews of organizational capacity and organizational performance of AUC/DREA and other continental organizations as requested

Activity 1.2.3: Provide follow-up capacity strengthening assistance, including training, coaching/mentoring, for institutionalization of organizational performance measurement and tracking system

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- East Africa: Develop follow-up institutional capacity development activities with periodic coaching/mentoring and additional assistance to selected regional institutions (IGAD, ACTESA, COMESA, AFSTA, AFAP, ASARECA and EAC)

West Africa Region (Accra office):

- West Africa: Provide coaching/mentoring support to institutionalize organizational capacity and organizational performance measurement practices for CORAF/WECARD, CILSS, DAEWR/ECOWAS, ROPPA and Hub Rural
- Ghana: Provide coaching/mentoring support to institutionalize organizational capacity and organizational performance measurement practices for MOFA/PPMED, MOFEP, SARI, GCAP, University of Cape Coast, Ministry of Fisheries, and other organizations as requested
- Senegal: Bureau Opérationnel de Suivi du Plan Sénégal Emergent (BOS), Ministère de l'Agriculture et de l'Équipement Rural (MAER), Ministry of Investment Promotion (MIP), Promotion des Investissements et Grands Travaux (APIX), and Direction Régionale du Développement Rural (DRDR)

Activity 1.2.4 Provide support for implementation of AUC/DREA Malabo Declaration Roadmap and other continent-wide initiatives

Proposed activities include:

Continental (Bethesda office):

- Provide support to country consultations and development of a Roadmap that will guide the implementation of the commitments made by the African (AU) Heads of State in the Malabo Declaration
- Strengthen the capacity of the AU/DREA team to implement the Malabo Roadmap in 2015 and beyond through organizational assessment and organizational development activities including team building, coaching, mentoring, and monitoring

Associated indicator for Task 1.2 are captured below:

Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs (Component One)	
1.9	Number of organizations at the national and regional level receiving technical assistance under Africa Lead II

TASK 1.3: PROVIDE CUSTOMIZED LEADERSHIP AND MANAGEMENT TRAINING (“CHAMPIONS FOR CHANGE”)

The signature Champions for Change leadership training of Africa Lead I has evolved to focus on building capacity of individuals in key organizations to strengthen overall institutional capacity and performance under AL II. This includes strengthening the leadership and change management skills of leaders, managers and innovators in key organizations seeking to influence the development path of agriculture and food security on the continent. This task will focus on customizing and contextualizing Africa Lead's leadership training and sensitization on the goals, principles and targets of CAADP under the new Malabo Declaration.

Activity 1.3.1: Conduct needs assessment, design and deliver Champions for Change (C4C) leadership and management training

The key to Africa Lead's Champions for Change (C4C) leadership and change management training for food security is that it focuses on the *why* as well as the *what* of leadership and change management, the former having been identified, specifically, as making the training more impactful than traditional leadership training. This activity will involve delivery of customized versions of the Africa Lead leadership curriculum.

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- Tanzania: Assess, design and deliver customized C4C training for Parliamentarians, Regional Commissioners, Local Government Authorities (LGA) and other groups as requested
- East Africa: Assess, design and deliver customized C4C training for organizations involved in resilience and climate-smart agriculture and other organizations as requested
- Kenya: Design and deliver customized C4C training for county and national level institutions and stakeholders
- Rwanda: Explore potential to design and deliver customized C4C training for MINAGRI, the Rwanda Development Board and other key government and NSA institutions

West Africa Region (Accra office):

- Ghana: Design and deliver customized C4C training for youth and women and other groups as requested
- Senegal: Design and deliver customized C4C training for business and investment professionals and other groups as requested

Continental (Bethesda office):

- Support development of C4C curricula in ESA and WA

Activity 1.3.2: Develop and deliver training of trainers (TOT) program to build core group of C4C trainers/facilitators

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- Tanzania: continue to strengthen new cadre of C4C Tanzanian trainers through delivery of follow-up TOT and continued coaching
- Tanzania and other possible countries: design and implement TOT for community-level women and youth leadership and entrepreneurial training

West Africa Region (Accra office):

- Ghana: Design and deliver TOT course for youth and women

Continental (Bethesda office):

- Support development of C4C TOT curricula in ESA and WA

Activity 1.3.3: Provide continued training and technical assistance to C4C graduates

Africa Lead II plans to work closely with Champions from the Africa Lead I project. Targeted training and technical assistance will be provided to Champions to further build their capacities. Through a consultative process, AL II will conduct capacity assessments to better understand the needs of the selected Champions and develop capacity building plans to equip Champions with the skills needed to enhance their performance.

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- Kenya/Tanzania/East Africa: based on assessment of capacity development needs and interests of C4C alumni, provide targeted training and/or technical assistance

West Africa Region (Accra office):

- Ghana: Provide targeted training and/or technical assistance to C4C networks

Continental (Bethesda office):

- Strengthen curriculum development skills of C4C master trainers to design and deliver advanced leadership and technical training that can be used in both ESA and WA programs
- Develop a C4C master trainer community of practice composed of trainers from ESA and WA to share lessons learned and new ideas on curriculum development and training delivery in the African context

Associated indicators for Task 1.3 are captured below:

Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs (Component One)	
1.1	Percentage of individuals trained in leadership/management techniques who apply new knowledge and skills acquired (outcome)
1.3 (FTF 4.5.2-7)	Number of individuals receiving USG supported short-term agricultural sector productivity or food security training (output)

TASK 1.4: SUPPORT MANDELA FELLOWS WITH LEADERSHIP/MANAGEMENT TRAINING, NETWORKING AND AGRIBUSINESS/AGRICULTURE INTERNSHIPS

Activity 1.4.1: Provide Customized C4C leadership training for Mandela Washington (YALI) Fellows

While in some ways simply a version of Africa Lead's C4C leadership training, AL II features the Mandela Washington (YALI) Fellows training here due to its high profile nature. This training, focused on food security, is based on the knowledge that one of the seminal challenges of African countries is ensuring children go to bed well-fed with the food and nutrition they need to grow up healthy and to become productive members of society.

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- Tanzania: Conduct training needs assessment, design and deliver Mandela Washington (YALI) Fellows C4C training for returning Fellows
- Kenya: Identify Mandela Fellows, assess their roles in devolution activities and determine the appropriateness of customized C4C training

West Africa Region (Accra office): NA

Continental (Bethesda office):

- Support the design of needs assessments and customized C4C training program for Mandela Washington Fellows to ensure that C4C training is consistent across the regions

Activity 1.4.2: Support an agriculture/agribusiness internship placement program for Mandela Washington (YALI) Fellows

Africa Lead II has proposed a two-step approach to supporting Mandela Washington Fellows returning to their home countries. The first is to provide the C4C leadership training described above. The second is to provide the subset of Fellows who work in the agriculture and food security space with opportunities for hands on learning about ways to address management, technical and other challenges to operating effective agribusiness operations. These internships will be provided in partnership with national and regional agribusinesses, in some cases those owned and operated by Africa Lead Champions.

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- Tanzania: Provide returning Mandela Washington (YALI) Fellows internship opportunities

West Africa Region (Accra office): NA

Continental (Bethesda office):

- Support the design of internships and follow-up mentoring and coaching interventions for Mandela Washington Fellows to ensure that Fellows are prepared to apply the new skills to their job

Activity 1.4.3: Support networking events between Mandela Washington (YALI) Fellows and food security Champions

More junior Mandela Washington Fellows could benefit in their search for innovative ways to address food security challenges by engaging with Africa Lead’s network of trained food security Champions. This activity will seek ways to support purposeful and sustainable networking of these two groups of leaders.

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- Tanzania: Support a networking program/event for Mandela Washington Fellows and Africa Lead I Food Security Champions

West Africa Region (Accra office): NA

Continental (Bethesda office):

- Support the development of networks for Mandela Washington Fellows to ensure that Fellows are prepared to apply their learning on the job

Associated indicators for Task 1.4 are captured below:

Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs (Component One)	
1.1	Percentage of individuals trained in leadership/management techniques who apply new knowledge and skills acquired (outcome)
1.3 (FTF 4.5.2-7)	Number of individuals receiving USG supported short-term agricultural sector productivity or food security training (output)
1.7	Number of food security-related events supported by Africa Lead II (Output)
1.8	Number of individuals engaged in Africa Lead II supported awareness raising or coalition building events other than training (output)

TASK 1.5: SUPPORT STRENGTHENING OR CREATION OF LEADERSHIP CURRICULUM IN KEY AGRICULTURAL/AGRIBUSINESS TERTIARY TRAINING INSTITUTIONS

Africa Lead II operates on the fact that relatively little attention has been given to leadership development within the African agricultural institutional architecture and that this paucity of focus on leadership (sometimes referred to as “soft” skills) bears a sizeable blame for the lack of progress in African agriculture and food security. In addition to providing leadership training directly, Africa Lead II seeks to strengthen and/or create leadership curricula in tertiary institutions including agriculture colleges and agribusiness programs of business schools, among others. Under this Task, Africa Lead II will identify promising organizations and programs with which to customize and scale up innovative leadership and change management courses for agribusiness, agriculture research and policy making officials. This will include linking up with the YALI Regional Leadership Centers in Ghana, Senegal, Kenya and South Africa. The

program will provide initial support to integrating and embedding leadership training curricula in select degree or certificate programs. In addition to curriculum development, a training of trainers' component will be developed to train faculty in the content and the use of adult education / experiential techniques and approaches.

Activity 1.5.1: Identify and build capacity of tertiary training institutions and other organizations for possible implantation of C4C leadership and management training

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- East Africa/Tanzania/Kenya: Explore use of competitive grant mechanism to strengthen and build long-term capacity of organizations (companies, universities, NGOs, etc.) to deliver training and technical assistance

West Africa Region (Accra office):

- Ghana: Explore use of grant mechanism to strengthen and build the long-term capacity of the following organizations to deliver training and technical assistance: GIMPA, Kairos Center, Kwame Nkrumah University of Science and Technology, University of Ghana, University of Cape Coast among others

Continental (Bethesda office):

- Support the development of competitive grant mechanisms and identification of potential tertiary training institutions in ESA and WA
- Support the development of leadership curricula for inclusion in select degree or certificate programs
- Support the design of TOT curricula to train faculty in the use of adult education/ experiential techniques and approaches

Activity 1.5.2: Design additional specialized leadership and management training modules as requested

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- Tanzania/Kenya/Rwanda: Assess, design and implement youth agribusiness/ entrepreneurship training programs, youth leadership training programs and women's agricultural leadership programs

West Africa Region (Accra office):

- Ghana: Design and implement a pilot youth and women's agricultural leadership program and customized management courses
- Senegal: Design and deliver customized management and investment facilitation courses

Continental (Bethesda office):

- Provide curriculum design support in the development of leadership training programs for ESA and WA to ensure consistency and quality of content and process

Associated indicator for Task 1.5 are captured below:

Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs (Component One)	
1.3 (FTF 4.5.2-7)	Number of individuals receiving USG supported short-term agricultural sector productivity or food security training (output)
1.9	Number of organizations at the national and regional level receiving technical assistance under Africa Lead II

TASK 1.6: SUPPORT AND SCALE UP AGRIBUSINESS INTERNSHIP OPPORTUNITIES FOR AGRIBUSINESS STUDENTS AND MID-CAREER EXPERTS

Africa Lead II will explore new internship programs with a focus on private sector leveraging and engagement by scaling up its program to provide (i) practical experience for agribusiness students and (ii) opportunities for mid-level professionals to exchange ideas around real-world agribusiness challenges. Africa Lead II will support individual internships that are seen as mutually beneficial to the target individual, his or her “sending” or home organization and the “host” organization. These will include both the “traditional” student-intern type as well as more senior professionals, and both will be considered as components of the Africa Lead II Agribusiness Leadership Program. As a result of the program’s efforts, it is anticipated that students and graduates of various agribusiness entrepreneurship programs will have their business plans and investment ideas more grounded in practicality, be able to translate their business plans into investments, and be better equipped to address challenges and achieve agricultural or agribusiness innovations through their internships experience.

Activity 1.6.1: Support agriculture research and agribusiness internships

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- Tanzania: Develop and facilitate agribusiness internships for recent graduates and current students of Sokoine University of Agriculture (SUA) agribusiness entrepreneurship program (SUGECO)
- East Africa, Kenya or other bi-lateral Missions: Design a demand-driven, competitive activity to support the most promising internship program proposals

West Africa Region (Accra office):

- Ghana: Develop and facilitate agribusiness internships for recent graduates and current students of agriculture-related and preferably agribusiness programs, including the

Ghana Institute of Management and Public Administration (GIMPA), Khairos Entrepreneurship Center for Development (KeCED) and others

- West Africa: Scale up young professionals internship program

Continental (Bethesda office):

- Explore possible strategies to work with institutions such as AABS to implement practical agribusiness management and leadership programs

Activity 1.6.2: Support establishment of agribusiness internship platform for scaling up and funding internships

In order to transition from the AL I model of facilitating one internship at a time, AL II will work to establish an Internship Partnership Network that functions as a matching service for qualified interns and companies interested in hosting interns. AL II envisions the Internship Partnership Network being managed by an African institution that is selected through a competitive RFA process. This will allow us to select the implementer best suited to scale up AL II’s capacity to facilitate internships on the African continent. Initial candidate institutions for housing the Internship Partnership Network include the Kenya-based Pan African Agribusiness and Agro Industry Consortium (PANAAC), the South Africa-based Agribusiness in Sustainable Natural African Plant Products Organization (ASNAPP), the Association of African Business Schools (AABS), and the International Agribusiness and Food Association (IFAMA).

Proposed activities include:

Continental (Bethesda office):

- Solicit, review, select and support grantee(s) under a Grand Challenges-like process to provide the nucleus of an agribusiness internship platform/network

East and Southern Africa Region (Nairobi office): Provide support as needed

West Africa Region (Accra office): Provide support as needed

Associated indicator for Task 1.6 are captured below:

Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs (Component One)	
1.1	Percentage of individuals trained in leadership/management techniques who apply new knowledge and skills acquired (outcome)
1.3 (FTF 4.5.2-7)	Number of individuals receiving USG supported short-term agricultural sector productivity or food security training (output)
1.9	Number of organizations at the national and regional level receiving technical assistance under Africa Lead II

COMPONENT TWO: STRENGTHEN CAPACITY TO MANAGE AND IMPLEMENT THE POLICY CHANGE AND ALIGNMENT PROCESS

The 10-year CAADP retrospective report² 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. Africa Lead II's Component Two will help address this challenge.

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.

On the predecessor program to Africa Lead II, a series of important achievements laid the foundation for policy work under this current program. For example, Africa Lead I, in collaboration with USAID's Enhancing Agriculture Trade (EAT) program, designed and conducted 11 Institutional Architecture Assessments for Food Security Policy Change (IAAs). Ten country-level assessments have been conducted, covering Ethiopia, Tanzania, Malawi, Ghana, Mozambique, Senegal, Uganda, Rwanda, DRC, and Zambia. One regional-level assessment was completed for the EAC. These 11 IAAs illuminate the respective countries' and regions' capacity for policy change along six policy dimensions: the guiding policy framework; policy development and coordination; inclusivity and stakeholder consultation; evidence-based analysis; policy implementation; and mutual accountability. By examining institutional capacity in these six areas, Africa Lead I identified capacity weaknesses and associated needs for training and technical assistance. In Year Two of this program, an important mandate for Africa Lead II is to pick up on the findings of each IAA and convert the findings into packages of capacity building assistance that are customized for the countries and institutions in question.

A key achievement from Year One of the Africa Lead II Program was the design and facilitation of JSR Assessment Workshops in six African countries: Ethiopia, Tanzania, Malawi, Senegal, Burkina Faso, and Ghana. Between February and April 2014, ReSAKSS and IFPRI specialists worked with each target country to complete a JSR Assessment, examining agriculture sector review processes and making recommendations for stronger, more transparent and inclusive processes. During this review process, Africa Lead II identified, engaged and coached local facilitators to lead a workshop in each target country. The main objectives of the workshops were to review JSR Assessment findings and build action plans for improving JSR processes. Africa Lead II also contributed to the design of the JSR Assessment 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.

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

² "The Comprehensive Africa Agriculture Program as a Collective Institution," Shashidhara Kolavalli, Regina Birner, and Kathleen Flaherty. IFPRI (2013)

agriculture and food security investments. The Africa Lead II Team proposes three Tasks for Component Two.

TASK 2.1: DESIGN, DELIVER AND FACILITATE AGRICULTURE POLICY TRAINING WORKSHOPS

In 2013, Africa Lead I provided a training workshop for USAID mission staff and their national partners (government, farmer organizations, agribusiness representatives, research organizations, and other stakeholders) on the general and special challenges of making changes to agriculture policy and assessing policy impact over time. Regional Economic Community (REC) teams also participated in the 5-day course. Africa Lead II has redesigned and adapted the material from the initial workshop into a series of modules on agriculture and food security policy that could be delivered to national, regional and country-level policy makers and stakeholders. The purpose is to orient policy makers to the critical role of data-based decision making in the formulation of appropriate policies that limit the unintended consequences that can sometimes occur in the agriculture and food security space. This Task will focus on customizing design, delivery and facilitation of agriculture policy capacity building workshops with the goal of strengthening the economic literacy that is crucial to good policy making, implementation, review and refinement.

Activity 2.1.1: Design and deliver APLE events

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- Tanzania: Explore possibility to incorporate adapted APLE into planned Policy Advisory Group (PAG) Conference
- Kenya: Explore possibility to adapt APLE event(s) to compare policy making experiences among different counties and to encourage clearer delineation of roles and responsibilities of different actors at all levels

West Africa Region (Accra office): NA

Continental (Bethesda office):

- Lead APLE redesign efforts for ESA programs

Activity 2.1.2: Design and deliver other agriculture policy training curricula

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- East Africa: Explore possible technical and training support for implementation of EAC IAA action plan
- East Africa: Explore possibility to provide targeted capacity development support to ACTESA related to seed harmonization and other priority policy agenda items

- Kenya: Explore possibility to provide training and TOT in agriculture policy formulation processes

West Africa Region (Accra office): NA

Continental (Bethesda office):

- Support the design and delivery of agriculture policy training curricula, including modules on leadership skills

Associated indicators for Task 2.1 are captured below:

Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs (Component One)	
1.1	Percentage of individuals trained in leadership/management techniques who apply new knowledge and skills acquired
1.3 (FTF 4.5.2-7)	Number of individuals receiving USG supported short-term agricultural sector productivity or food security training
1.7	Number of food security-related events supported by Africa Lead II
1.8	Number of individuals engaged in Africa Lead II supported awareness raising or coalition building events other than training

TASK 2.2: STRENGTHEN INSTITUTIONAL ARCHITECTURE FOR IMPROVED POLICY AND EVIDENCE-BASED POLICY REFORM

How agriculture and food security policy are formulated, implemented, reviewed and reformulated over time is an important determinant in the quality of the end result in terms of the vibrancy and progress of agricultural productivity, production and food security. This is, in turn, affected by the array and inter-relationships of institutions engaged in the policy process. Policies will ultimately better serve the needs of the population to the extent that (i) they are grounded in evidence and studies that all stakeholders can assess and react to; (ii) stakeholders have a regular and accessible forum for engagement in the policy process; and (iii) the policy process is considered a process of experimentation and learning, not a “black box” process that is not to be questioned. This Task will focus on conducting Institutional Architecture Assessments, reviewing and considering the recommendations flowing from these IAAs, and refining the tool in the context of other assessments that have been made by other programs and organizations on the quality of the policy change processes of critical organizations.

Activity 2.2.1: Hold validation workshops to get stakeholder buy-in to IAA findings

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- East Africa: Lead validation workshop for EAC and support follow-up actions

- Tanzania: Explore how completed IAA validation exercise and follow-up can be integrated into PAG agenda
- Mozambique: Explore potential for capacity development in policy planning in collaboration with ReSAKSS

West Africa Region (Accra office): NA

Continental (Bethesda office):

- Support design and delivery of validation workshops to provide consistent approach for development of follow-on actions

Activity 2.2.2: Integrate Mozambique SPEED into AL II

Proposed activities include:

Continental (Bethesda office):

- Provide technical and operational support to the implementation of the SPEED Program extension

Associated indicators for Task 2.2 are captured below:

Intermediate Result 2: Enhanced capacity to manage policy change and reform across Africa (Component Two)	
2.3	Number of countries receiving Africa Lead II assistance
2.4	Number of countries with completed IAAs that are validated in stakeholder workshops

TASK 2.3: FACILITATE ADOPTION/IMPROVEMENT OF MUTUAL ACCOUNTABILITY FRAMEWORK AND JSR PROCESSES AT COUNTRY, REC AND CONTINENTAL LEVELS

In its broadest context, this Task focuses on improving the quality of agriculture services, programs and policies by governments at all levels of administration from sub-national (where appropriate) to national, regional and continental levels, through strengthened mutual accountability and the involvement of organized stakeholder groups (farmer-based organizations, private sector associations, non-governmental organizations, etc.). The Malabo Declaration reiterates the critical need of a mutual accountability process to achieve the goals of CAADP. Under this Task, Africa Lead II will support capacity building efforts aimed at strengthening the Joint Sector Review (JSR) and similar processes so that the engagement of non-state actor (NSA) stakeholders is encouraged and facilitated and that the inputs of these same groups are systematically taken into consideration in policy and program development, amendments and reformulations.

Activity 2.3.1: Provide technical assistance and training to improve JSR process in collaboration with IFPRI/ReSAKSS

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- Tanzania: Support JSR efforts and strengthen policy systems and capacity for policy change, including trade policy (EAC-related as well as Tanzania-specific)
- East Africa: Work with ReSAKSS, national level institutions and NSAs concerned with agriculture policy to explore JSR strengthening for priority countries
- Zambia: Support newly established country SAKSS node to strengthen mutual accountability processes, especially the JSR

West Africa Region (Accra office):

- Ghana: Provide technical assistance and logistical support for JSR readiness assessment and JSR meeting, and help MOFA implement recommendations from JSR readiness assessment
- Ghana: Collaborate with the FTF Ghana Policy Support Program to co-implement policy initiatives

Continental (Bethesda office):

- Coordinate with IFPRI, RESAKSS and SAKSS nodes on planning for JSR events and provide guidance for local facilitators who will be supporting the implementation of JSRs in original 7 countries and 5 new countries in 2015
- Coordinate with BFS Team on provision of technical assistance and training to countries working to implement JSR strengthening action plans
- Prepare for and facilitate JSR Assessment Workshops
- Provide sensitization training on MA and JSRs to government staff, donor staff, private sector representatives, and civil society organizations

Activity 2.3.2: Support conferences and workshops designed to address policy and regulatory challenges to agricultural or agribusiness transformation

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- Tanzania: Provide technical, facilitation and logistical support to Annual Agricultural Policy Conference and other policy events
- East Africa: Provide technical, facilitation and logistical support to the COMESA Regional Agriculture Investment Forum

West Africa Region (Accra office): NA

Continental (Bethesda office): NA

Associated indicators for Task 2.3 are captured below:

Intermediate Result 2: Enhanced capacity to manage policy change and reform across Africa (Component Two)	
2.1	Number of countries with a strengthened JSR process as measured by milestones of a "Strong JSR"
2.5	Number of JSR workshops conducted/facilitated

COMPONENT THREE: PROMOTE THE EFFECTIVE, INCLUSIVE PARTICIPATION OF NON-STATE ACTORS (NSA) IN THE POLICY PROCESS

Component Three is designed to facilitate civil society and private sector participation in countries' policy development and implementation processes within the CAADP framework. The sustainability of this objective requires establishment of the legitimacy and capacity of these groups and facilitation of mechanisms for exchange and engagement with government entities. To be successful, Africa Lead II will focus its Component Three activities on areas of complementarity with the other program components, as described below.

TASK 3.1: IDENTIFY AND SELECT NSA COUNTERPARTS TO ENGAGE IN THE CAADP POLICY PROCESS

Activity 3.1.1: Develop a system and process to identify key NSA groups

To best target its NSA engagement efforts, Africa Lead II will identify and support those NSAs with the most reach and influence in the region. This activity will create a system to (i) identify those organizations with the most influence and (ii) understand their relationships with other NSAs and with government entities. This system will help AL II and its stakeholders to harness these groups' social, intellectual and real capital by integrating them into key aspects of the CAADP objectives.

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- Support development of consistent mapping methodology based on anticipated needs/uses in the ESA region

West Africa Region (Accra office):

- Support development of consistent mapping methodology based on experience mapping Ghana NSAs and anticipated needs/uses in the WA region

Continental (Bethesda office):

- Develop mapping methodology and database structure in collaboration with key members of ESA and WA offices and with CAADP NSA Coalition (CNC)

Activity 3.1.2: Map NSAs to understand levels and types of influence in policy planning and implementation

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- East Africa: Conduct NSA mapping for the region
- Kenya or Tanzania: Conduct NSA mapping

West Africa Region (Accra office):

- Ghana: Continue mapping of key national and regional agricultural NSAs and create profiles and develop an NSA handbook

Continental (Bethesda office):

- Work closely with CAADP Non-State Actors Coalition (CNC) to design and coordinate mapping efforts
- Implement mapping process in coordination with regional offices and CNC member organizations
- Identify key groups to engage based on level of influence, relationships, and organizational focus in line with gaps/needs identified in JSR processes

Activity 3.1.3: Institutionalize continuous process to keep NSA mapping up-to-date and accessible

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- Support country-level NSAs to facilitate and adopt NSA mapping process in coordination with the CNC Secretariat

West Africa Region (Accra office):

- Support country-level NSAs to facilitate and adopt NSA mapping process in coordination with the CNC Secretariat

Continental (Bethesda office):

- Coordinate with CNC and other stakeholders housing and updating the NSA mapping information, and how to generate, update and distribute a directory
- Develop standards/parameters for access to mapping information and profiles

Associated indicators for Task 3.1 are captured below:

TASK 3.2: BUILD CAPACITY OF KEY NSA GROUPS TO SUPPORT CAADP OBJECTIVES

This Task will focus on strengthening key NSAs identified in Task 3.1 to provide services that will support the achievement of the CAADP objectives. Africa Lead II will work with these NSAs

to undertake facilitated/guided self-assessments, to identify gaps and to help build capacity of these organizations. Activities in this task will directly link to the methodologies and systems developed under Component One.

Activity 3.2.1: Assess and build NSA capacity to effectively participate in policy processes

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- Tanzania: Conduct policy capacity assessments and capacity building activities for private sector agriculture and agribusiness associations
- East Africa: Explore priority actions for possible follow-up support based on mapping exercise

West Africa Region (Accra office):

- Ghana: Design and deliver advocacy and leadership courses for key NSA groups and food security networks

Continental (Bethesda office):

- Support development of tailored capacity assessment/development tools for NSAs
- Design and offer targeted training opportunities to build NSA capacity to effectively engage in policy initiatives
- Support CAADP NSA Coalition Secretariat to formalize itself and mobilize its networks around priority policy areas

Associated indicators for Task 3.2 are captured below:

Intermediate Result 3: More inclusive development and implementation of agriculture and food security policies and programs, through greater engagement of NSAs (Component Three)	
1.5	Number of organizational/institutional capacity assessments completed with support from Africa Lead II
1.9	Number of organizations at the national and regional level receiving technical assistance under Africa Lead II

TASK 3.3: FACILITATE NSA SUPPORT TO CAADP OBJECTIVES

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 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. This Task will focus 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. Efforts under this task will also strengthen the Champions brand and leverage the C4C network to foster inclusiveness and participation in achieving the CAADP goals.

Activity 3.3.1: Create linkages and dialogue between NSAs and government to facilitate NSA participation in policy processes

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- Tanzania: Facilitate NSA active engagement in the agriculture policy process (through APLE and other possible mechanisms)

West Africa Region (Accra office):

- Ghana:
 1. Organize and hold private sector/NSA business roundtables and networking events
 2. Strengthen and expand business linkages, building on the G8 New Alliance Country Cooperation Frameworks
 3. Facilitate and catalyze partnerships between agribusiness, agricultural universities and research institutions
 4. Provide grants to key NSA groups, as appropriate
 5. Collaborate with media especially key radio stations including Farm Radio

Continental (Bethesda office):

- Support CAADP NSA Coalition to convene key NSAs at the country level in advance of JSRs to organize, prepare, and coordinate their participation in JSR processes
- Facilitate CAADP NSA Coalition to work at the country level to indigenize the 10 Joint Policy Recommendations presented at the CAADP Ministerial Meeting in May 2014

Activity 3.3.2: Support activities for Champion Networks and youth and women's groups to engage in CAADP-related initiatives

Proposed activities include:

East and Southern Africa Region (Nairobi office):

- Kenya: Explore opportunities to build on Yes Youth Can! program in supporting organized youth based agriculture and food security initiatives
- East Africa: Establish and support nascent C4C networks with innovative approaches to working with farmers and agribusinesses

West Africa Region (Accra office):

- Ghana:
 1. Provide technical assistance, grants, and training to eleven C4C networks with innovative approaches to working with farmers and agribusinesses

2. Provide leadership and management courses to select youth and women's organizations

Continental (Bethesda office):

- Provide oversight and guidance on the development of C4C Networks to ensure consistent approach and sharing of lessons between ESA and WA

Associated indicators for Task 3.3 are captured below:

Intermediate Result 3: More inclusive development and implementation of agriculture and food security policies and programs, through greater engagement of NSAs (Component Three)	
1.9	Number of organizations at the national and regional level receiving technical assistance under Africa Lead II
3.2 (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
3.3 (FTF 4.5.2-27)	Number of members of producer organizations and community based organizations receiving USG assistance

KNOWLEDGE MANAGEMENT, LEARNING, AND COMMUNICATION

Underpinning Africa Lead II's strategic work program is a clear focus on knowledge transfer and learning that will enable the program to better manage interventions and bring about systemic and sustainable change across the continent. Africa Lead II will continue to cull and disseminate lessons for solving complex problems and implementation challenges resulting from our field-driven, evidence-based interventions in support of the CAADP.

To achieve this, Africa Lead II will deploy a rapid process of learning and innovation (i.e. using real-time information for adaptive and iterative project design, implementation and improving decision making) to quickly evaluate what is working, and what is not working and to accelerate the ability of development partners to go to scale, and also correct course when necessary.

Knowledge transfer/exchange from past and on-going interventions will feature in program outputs such as the Champions for Change curriculum; peer learning through Africa Lead II's expanded internship program; technical assistance to strengthen the capacity of institutions to support a deeper more robust policy agenda; support for coalition building and institutional development; and Agriculture Policy Exchange and Learning Events (APLEs).

During Year Two, Africa Lead II will continue to leverage knowledge systems, including networks and nodes, as well as innovation platforms operated across Africa with support from CAADP and international donors (e.g. the ReSAKSS and SAKSS, the Food Security Program). The program will also work with other established knowledge partners such as USAID's KDAD and Agrilinks programs, universities, and training institutions in priority countries to ensure knowledge transfer reaches the widest possible audience.

To support this effort, the KLC and M&E teams will collaborate to translate learning into best practice by producing knowledge products that reflect the robust nature of Africa Lead II and promote an open and on-going dialogue with a growing community of past and future beneficiaries. AL II will also ensure integration of results into our learning agenda such that data can drive refinements and adjustments needed to program implementation as and when needed.

Africa Lead II's KLC and M&E staff will continue to support specific buy-ins, especially those related to demonstrating and communicating the progress, successes, and pitfalls of program activities. Moreover, several of the tasks outlined under Program Support can be tailored to meet the needs of partners and beneficiaries with support from country or regional buy-ins.

TASK 1: BUY-IN SERVICES

Activity 1.1: Manage and promote Africa Lead II outreach platforms

Africa Lead II will continue to focus part of its outreach on deepening social networks. The KLC Team will continue to upload and manage content for all AL II social media platforms, including FB, Flickr and Vimeo. In addition, the program will experiment with using Twitter as part of its social outreach arsenal. Africa Lead II will utilize DAI's Twitter page and follower base during a six-month pilot phase before determining whether to launch a dedicated Africa Lead II Twitter page.

Proposed activities include:

- Manage social media platforms: Facebook, Flickr, Vimeo and Twitter

- Continue to train field staff on use of all social media platforms for greatest impact

Activity 1.2: Support development of networking platform(s) for Champions

The KLC Team will work closely with Champions for Change alumni to determine the most desirable method for continued engagement with fellow champions in-country and regionally. Apart from a Facebook page and regular reunions, Champions indicated the need for a way to stay in touch with their peers. The Africa Lead II website will provide a forum for Champions to stay current with fellow champions, or at least follow their activities. It will not provide them a networking capacity that could come from a dedicated peer-to-peer knowledge sharing platform. DAI has experience in managing such a platform for natural resource management practitioners (see www.frameweb.org). This expertise can be brought to bear in the development of a new site for the champions should they identify the need. Focus group discussions with active Champions for Change will shape the effort and define options for engagement.

Proposed activities include:

Activity 1.3: Support high-level events

The KLC Team will work closely to prepare for and support high level events. These include regional program launches and Champions for Change reunions among other events. Support will include the identification and preparation of needed communications products and platforms, and ensuring appropriate media coverage. These events will provide an opportunity to showcase Africa Lead II initiatives and successes to a wide range of possible stakeholders.

Proposed activities include:

TASK 2: PROGRAM SERVICES

Strategic communications serve as a cornerstone of the Africa Lead II program. A combination of print, web and multi-media materials articulate clearly the transformative and dynamic nature of Africa Lead II and provide a space for continued engagement with program beneficiaries. As a follow-on program, learning efforts continue to build on past successes and mine stories yet to be written from Africa Lead I while ensuring new activities and results are captured and shared with a diverse audience in a timely fashion.

Activity 2.1: Develop and disseminate program publications

During Year One, Africa Lead II launched our inaugural newsletter which was sent out via e-mail to nearly 2,500 recipients and achieved a 41 percent 'open rate'. The results are striking; our 'open rate' is more than double the industry average of 18 percent for similar newsletters. The high level of engagement is reflective of our beneficiaries' interest in learning more about our program and a willingness and desire to stay engaged.

Proposed activities include:

- Draft, edit, design and distribute quarterly Africa Lead II newsletters
- Draft 3-4 results stories per region/quarter

- Update program brochures and fact sheets

Activity 2.2: Update and maintain Africa Lead II website

During Year One, Africa Lead II created a new website to promote dynamic and interactive knowledge sharing. The website caters to a broad audience including, but not limited to: program beneficiaries, the public, USAID missions, the private sector, and government ministries. It features video snippets to bring to life the transformative and innovative nature of the program. The site also demonstrates program results in a visually compelling way that is regularly updated and mapped by country and region.

The KLC and M&E teams will continue to provide rich content to keep the website current and engaging for visitors.

Proposed activities include:

- Develop new content for site on quarterly basis
- Hold training with regional staff on updating and maintaining website
- Feature website on partner sites such as Agrilinks, IFPRI, ReSAKSS, etc.

Activity 2.3: Develop knowledge products and capture program learning

In collaboration with the COP, Regional Directors and technical staff, the KLC Manager will lead the development and dissemination of knowledge products around program lessons and successes. The KLC Team will leverage current outreach channels to ensure greatest dissemination and reach. The KLC and M&E Teams will continue to engage with USAID on a Complexity-Aware Monitoring trial to utilize new tools to capture outcomes for complex activities. Additionally, AL II anticipates applying these tools and methods related to Complexity-Aware Monitoring to other program areas as appropriate.

Proposed activities include:

- Work with Technical Team to develop knowledge products around program lessons and experiences
- Work with USAID team to develop and participate in a AL II Complexity Aware Monitoring trial

Activity 2.4: Develop communications strategy with field offices

In Year Two, a comprehensive communications strategy for the program will be developed by the field offices in close consultation with the HO. The strategy will cover all aspects of outreach and engagement for the life of the program. The strategy will reflect the program's close partnership with the AU in its efforts to help realize goals of CAADP. Given the high-profile nature of the project, it is important to ensure all possible linkages to key partners and key milestones/events are leveraged fully.

Proposed activities include:

- Develop Africa Lead II Communications Strategy for each region
- Train staff on implementation of Communications Strategy

Activity 2.5: Work with field staff to facilitate internal knowledge sharing across project offices
 KLC team will work more closely to ensure that internal knowledge and capacity is fully shared and utilized.

Proposed activities include:

- Hold bi-weekly KLC meetings to foster cross-field learning opportunities
- Produce regular communications bulletins for program staff
- Hold quarterly learning roundtables on thematic topics

Activity 2.6: Lead AL II workplanning and reporting

In collaboration with the COP, Regional Directors and technical staff, the KLC Manager leads development of quarterly and annual reports, and the annual workplan.

Proposed activities include:

- Lead report drafting of quarterly and annual reports, and workplan

Associated indicators for Task 2 are captured below:

Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs (Component One)	
1.6	Number of knowledge products generated with support from Africa Lead II

MONITORING & EVALUATION

A robust data collection and analysis function within Africa Lead II will 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 will be shared widely using various mediums including reports, publications, videos and other relevant platforms. The M&E Team will work closely with the KLC 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.

Africa Lead II will combine quantitative and qualitative aspects of reporting to feature results in three main ways: 1) by monitoring against a set of indicators that reflect the project’s performance in achieving agreed targets; 2) by validating results recorded using the reporting systems embedded in the PMP, complemented by complexity-aware monitoring techniques; and 3) by building activity specific narratives on early impact at the country level.

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 will deploy a rapid process of learning from implementation, focused on using tight feedback loops to transform tacit knowledge into explicit knowledge, in order to accelerate the ability of the project and its partners to correct course, as well as to go to scale, as and when needed. Africa Lead II will achieve this by combining USAID's standard practice of performance monitoring with features of complexity-aware monitoring.

Key M&E tasks and activities are as follows.

TASK 1: ESTABLISH BASELINES AND PERFORMANCE TARGETS

In order to measure change as a result of Africa Lead II activities, it is necessary to establish a baseline against which annual progress can be measured. While many high-level indicators can be obtained from secondary data sources, other, more intermediate indicators will require baselines to be established. In most cases, baseline data collection will be built into the tasks and activities themselves. Trainers and M&E staff will continue to collect participant data prior to training delivery and then monitor training outcomes via post-training assessments of both individuals and the institutions in which they work. The M&E team in collaboration with Component Lead and technical staff will work on establishing baselines and setting performance targets as new program interventions are identified and existing interventions refined. Program indicators and proposed targets are included below in Annex II.

TASK 2: CONDUCT DATA ANALYSIS AND REPORT PROGRESS AGAINST INDICATORS

The M&E Specialist will continue to develop and refine data collection methods and tools to collect participant training information, institutional assessment data, skills development, leveraging information and other data as needed. All data will be uploaded to TAMIS on a regular basis.

ACTIVITY 2.1: DEVELOP/REFINE M&E TOOLS

In close coordination with Component Leads, technical staff and training/workshop facilitators, M&E field staff, the M&E Specialist will lead customization, refinement, and development of data collection tools.

Proposed activities include:

- Customize/refine existing M&E tools
- Develop new M&E tools as required
- Develop questionnaires and survey instruments for program and buy-in activities

Activity 2.2 Collect data through surveys and other tools

AL II's data collection methods include project records, training outcome surveys, institutional and individual stakeholder feedback surveys. Training M&E activities include conducting pre and post-test to assess knowledge and skills learned and follow-up surveys on application of knowledge and skills and changes in practices resulting from training. Other events such as workshop and conference will be assessed through feedback survey, depending on the size of participants, with a random sample or a census of participants. The data collection will be complemented by focus group or key informant interviews as applicable, to understand and validate training outcomes, the contribution of other AL II supported events, and how event participants would apply the lessons and experiences in their work environments.

Proposed activities include:

- Conduct data collection and analysis using quantitative and qualitative methods
- Support data collection and analysis for mission buy-in activities
- Compile data/information from secondary sources in agriculture and food security as they relate to AL II program result indicators
- Complete/update the Program's Indicators Performance Tracking Table (IPTT) on quarterly and annual basis

Activity 2.3 Manage M&E data in TAMIS

The Africa Lead II M&E data on output indicators and targets are tracked through records supported by a database. M&E staff in close coordination with technical staff and training/workshop and events logistics coordinators will record all AL II supported individual and organizational event attendees. Data on event participants, type and number of institutions involved will be regularly updated in TAMIS. The M&E team ensures that data are inputted accurately and timely, analyzed disaggregated by sex and organization type and other variables as needed, and used for performance management and reporting.

Proposed activities include:

- Enter data into TAMIS
- Perform data quality checks
- Perform regular data analysis form TAMIS and generate disaggregated information

TASK 3: PARTICIPATE IN COMPLEXITY-AWARE MONITORING PILOT

Capturing AL II results and assessing its contribution to the CAADP and FTF goals of reducing poverty and hunger through institutional capacity building requires a more flexible and qualitative, process oriented M&E approaches, in addition to measuring quantitative targets as outlined in the performance monitoring plan. The M&E team will participate in the USAID-sponsored piloting of the complexity-aware monitoring. In addition working closely with technical staff, M&E will select, integrate and implement the most relevant aspects of complexity-aware monitoring with the existing M&E system as applicable.

Activity 3.1 Participate in Complexity-Aware Monitoring trial and integrate learning into program M&E**Proposed activities include:**

- Participate in and contribute to on-going C-AM discussions
- Engage in a USAID-sponsored C-AM trial
- Apply aspects of C-AM to M&E program efforts as appropriate

Estimated Total KLC and M&E Budget:

Knowledge Management, Communications and Reporting/Monitoring and Evaluation		
KMC and Reporting/ Monitoring and Evaluation		Labor in support of: <ul style="list-style-type: none"> • Program Marketing Collateral • Reporting (i.e. Quarterly, Annual, Workplanning) • Complexity Aware Monitoring Trial • TAMIS Management • Website • Newsletter • Publications Oversight • PMP • Participant Surveys • Evaluations • M&E Tool development • Oversight and Training of M&E field staff

ANNEX I: AFRICA LEAD II YEAR TWO TIMELINE (CONTINENTAL)

ANNEX I: AFRICA LEAD II YEAR TWO TIMELINE (EAST AND SOUTHERN AFRICA)

ANNEX I: AFRICA LEAD II YEAR TWO TIMELINE (WEST AFRICA)

ANNEX II: AFRICA LEAD II INDICATORS PERFORMANCE TRACKING TABLE (IPTT)

#	Indicator Type	Indicator	Y1 Achieved	Y2 Target
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
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	-	60%
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	-	50%
1.3	Output (FTF 4.5.2-7)	Number of individuals receiving USG supported short-term agricultural sector productivity or food security training	215	1,250
		% Women (Target 35%)	56 (26%)	438
1.4	Outcome	Percentage of institutions/organizations that show overall improvements in organizational capacity assessments and performance index	-	35%
1.5	Output	Number of organizational/institutional capacity assessments completed with support from AL II	3	14
1.6	Output	Number of knowledge products generated with support from AL II	6	10
1.7	Output	Number of food security-related events supported by AL II	44	45
1.8	Output	Number of individuals engaged in Africa Lead II supported awareness raising or coalition building events other than training	2,302	2,230
		% Women (Target 35%)	672 (29%)	780
1.9	Output	Number of organizations at the national and regional level receiving technical assistance under AL II	4	20

#	Indicator Type	Indicator	Y1 Achieved	Y2 Target
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"	-	5
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	10	15
2.4	Output	Number of countries with completed IAAs that are validated in stakeholder workshops	-	3
2.5	Output	Number of JSR workshops conducted/facilitated	6	5
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 4.5.2-42)	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations, & community-based organizations (CBOs) that apply improved technologies or management practices as a result of USG assistance	-	45
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	142	200
3.3	Output (FTF 4.5.2-27)	Number of members of producer organizations and community based organizations receiving USG assistance	185	975
		% Women (Target 35%)	59 (32%)	341
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%

