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

QUARTERLY REPORT: January–March 2015

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Cover photo: March 23, 2015, Johannesburg, South Africa. Unveiling the banner for the CAADP Non-State Actor Coalition (CNC) are the CNC Chair, Dr. Theo DeJager and AUC Commissioner, Rural Economy and Agriculture Rhoda Peace Tumusiimi. The CNC members with them are Constance Okeke and George Asiimwe. Photo Credit: Grace Musimami.

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ACRONYMS

Africa Lead I	Africa Leadership Training and Capacity Building Program
Africa Lead II	Feed the Future: Building Capacity for African Agricultural Transformation Program
ACTESA	Alliance for Commodity Trade in Eastern and Southern Africa
AFAP	African Fertilizer and Agribusiness Partnership
APIX	Promotion des investissements et grands travaux/Investment Promotion Agency, Senegal
AUC	African Union Commission
AUC-DREA	African Union Commission Department of Rural Economy and Agriculture
BOS/PSE	Bureau Opérationnel de Suivi du Plan Sénégal Émergent / Office of the Plan Sénégal Émergent (PSE)
BFS	Bureau for Food Security
CAADP	Comprehensive Africa Agriculture Development Program
CILSS	Comité permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel/Permanent Interstate Committee for Drought Control in the Sahel
C4C	Champions for Change
CNC	CAADP Non-State Actors Coalition
COMESA	Common Market for Eastern and Southern Africa
CORAF/WECARD	West and Central African Council for Agricultural Research and Development/Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles
EAC	East Africa Community
ECOWAS	Economic Community of West African States
EA/ESA	East Africa/East and Southern Africa
ESAFSF	East and Southern Africa Fertilizer Stakeholders Forum
FMARD	Federal Ministry of Agriculture and Rural Development (Nigeria)
FTF	Feed the Future
IAA	Institutional Architecture Assessment
IFPRI	International Food Policy Research Institute

IS&R	Implementation Strategy and Roadmap (Malabo Declaration)
JSR	Joint Sector Review
KDAD	Knowledge-Driven Agricultural Development
METSS	Monitoring, Evaluation and Technical Support Services (USAID/Ghana)
MINAGRI	Ministry of Agriculture and Animal Resources (Rwanda)
NEPAD	New Partnership for Africa's Development (AU)
NAIP	National Agriculture Investment Plan
NARI	National Agriculture Research Institutes (Côte d'Ivoire)
NSA	Non-State Actor
OCA	Organizational Capacity Assessment
OFOR	Office des Forages Ruraux/Rural Wells Office, Senegal
OPI	Organizational Performance Index
PAG	Program Advisory Group
PMP	Performance Monitoring Plan
PSE	Plan Senegal Emergent (PSE)
REC	Regional Economic Community
ReSAKSS	Regional Strategic Analysis and Knowledge Support Systems
RBM	Risk-Based Monitoring
ROPPA	Réseau des Organisations Paysannes et de Producteurs Agricoles de l'Afrique de L'Ouest/Network of Farmers' and Agricultural Producers' Organisations of West Africa
SADA	Savanna Agriculture Research Institute
SARI	Savanna Accelerated Development Authority
SUGECO/SUA	Sokoine University Graduate Entrepreneurs Cooperative /Sokoine University of Agriculture
TAMIS	Technical and Administrative Management Information System (DAI)
WA	West Africa
WACSI	West Africa Civil Society Institute
YALI	Young African Leaders Initiative

EXECUTIVE SUMMARY

Africa Lead II—the Feed the Future: Building Capacity for African Agricultural Transformation Program—is a five-year Cooperative Agreement between USAID and a DAI-led Consortium (2013-2018). Other core members of the Consortium include Training Resources Group (TRG), Management Systems International (MSI) and Winrock International.

The purpose of the program is to support and advance agricultural transformation in Africa as proposed by the African Union Comprehensive Africa Agriculture Development Program (CAADP). Simultaneously, Africa Lead II (hereinafter referred to as "Africa Lead") will contribute 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 is guided by the understanding ("theory of change") that better prioritized, designed, delivered and measured agriculture policies, programs and enterprises in Africa will lead to greater agricultural productivity and food security. The role that Africa Lead plays in this process is as a **catalyst and connector for learning and innovations** in individual leadership behavior, in institutional performance and in the policy process, especially including supporting increased injection of evidence into policy debate and decision-making and in strengthening engagement of civil society.

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

- **Component One**: Improving Institutional Capacity to Manage Agricultural Development
- **Component Two**: Strengthen Capacity to Manage and Implement the Policy Change and Alignment Process
- **Component Three**: Promote the Effective, Inclusive Participation of Non-State Actors (NSAs) in the Policy Process.

This document summarizes results from the first quarter (January–March) of 2015.

AFRICA LEAD KEY ACCOMPLISHMENTS

EAST & SOUTHERN AFRICA PROGRAM HIGHLIGHTS

1. Provided technical assistance to finalize the institutional architecture assessment for agriculture policy making in the East African Community (EAC) including consultation with Burundi on its report.
2. Provided African Fertilizer and Agribusiness Partnership (AFAP) with technical support for the development of fertilizer platform governance documents, the hiring of a short-term strategic communications expert and with logistics for a fertilizer platform-networking event.

3. Designed and submitted for approval a new activity for a Champions for Change (C4C) alumni-learning network based on C4C alumni survey results to catalyze knowledge exchange and relationship building.
4. Designed and submitted a new activity for USAID/EA to spur youth agribusiness entrepreneurship through television similar to “Shamba Shape Up” and “Makutano Junction”.
5. Provided technical, facilitation and logistical support to the Bomet County, Kenya capacity building workshop and Organizational Capacity Assessment (OCA).
6. Assisted Taita Taveta County, Kenya executives to lay the groundwork for Africa Lead organizational and capacity building activities.
7. Conducted Training of Trainers for C4C training in 26 Kenya counties.
8. Conducted a needs assessment and made recommendations for women and youth agriculture leadership programs in Tanzania including Tanzania Staples Value Chain (NAFAKA), Catholic Relief Services, Tanzania Horticultural Association, FEMINA-HIP (youth health education), Best Dialogue (private business development), and Tanzania Agricultural Youth Foundation.
9. Provided meeting design, logistics and facilitation for USAID/Tanzania’s Annual Development Partners meeting focused on integration, coordination and the sharing of best practices.
10. Participated in Tanzania Policy Analysis Group (PAG) meeting to prioritize and align policy issues with the New Alliance on Food Security and Nutrition.
11. Provided meeting design, logistics and facilitation for Regional Feed The Future/Trade Africa meeting held in Kampala, Uganda.
12. Participated in the DAI East and Southern Africa Inter-Project Collaboration workshop, which resulted in several concrete regional collaborations around seed harmonization and grain grading standards.
13. Inaugurated hosting of two Kenya agribusiness Fellows from the Mandela Washington Fellows (YALI) program in Africa Lead’s ESA office modeling the practice of internship placement for the Fellows.
14. Helped the COMESA (Common Market for Eastern and Southern Africa) Alliance for Commodity Trade in Eastern and Southern Africa complete the COMESA Biotechnology/Biosafety regional implementation plan and provided logistical and facilitation support for the validation workshop on the use of modern biotechnology in agriculture in Addis Ababa.
15. Provided technical assistance for the coffee development initiative in Burundi with the government and the World Bank.
16. Provided technical and capacity development assistance to the Rwanda Ministry of Agriculture, MINAGRI, for investment profiling for 20 irrigation sites.

17. Initiated a donor agriculture sector financing tracking exercise for the AGRED (agriculture and rural development) donor working group including G8 partners as well as extended AGRED group members in Mozambique.

18. Engaged Mozambican government stakeholders to strengthen collaboration and buy-in for the warehouse receipt pilot and gain insights on anticipated regulatory efforts that might affect the practice.

19. Assisted Mozambique's National Seed Dialogue Platform to develop and present its draft strategic plan to liberalize the seed market to the National Agrarian Research Institute, part of the Ministry of Agriculture and Food Security.

20. Improved evidence-based policy reform in Mozambique on local agricultural content sourcing provisions for industry procurement, especially by the extractives sector; the political economy of minimum wage negotiations (new minimum wages come into effect on April 1st 2015); and the current tariff structure and legal framework of the electricity sector in order to facilitate business planning around power cuts.

WEST AFRICA PROGRAM HIGHLIGHTS

1. Developed and finalized Training Needs Assessment report of the Economic Community of West African States (ECOWAS) Department of Agriculture and Rural Development.

2. Conducted the Young Professional Capacity Development Program orientation workshop for three interns at West and Central African Council for Agricultural Research and Development CORAF/WECARD and placed two other interns at ECOWAS.

3. Facilitated and organized a 3-day CORAF/WECARD Advanced Leadership and Team Building short course for 33 participants.

4. Coordinated and finalized draft of the Permanent Interstate Committee for Drought Control in the Sahel (CILSS) 2015-2019 operational plan.

5. Designed and delivered a 6-day CORAF/WECARD Monitoring and Evaluation and Results-Based Management (M&E/RBM) short course for 33 national agriculture research institute regional coordinators.

6. Conducted consultative meetings with key stakeholders (Bureau Operationnel de Suivi of the Plan Senegal Emergent (BOS/PSE), the investment promotion agency, APIX, Ministry of Agriculture and Environment, Ministry of Hydraulics and Sanitation) for the capacity building program in Senegal and conducted a training needs assessment for 16 staff of BOS in Senegal.

7. Designed and facilitated a Strategic Visioning and Team Building workshop for the new rural water authority, Office des Forages Ruraux (OFOR), with 25 participants in Saly, Senegal

8. Co-organized and participated in the USAID 2015 Ghana Implementing Partners meeting in Accra, Ghana.

9. Facilitated a workshop for Savanna Agriculture Research Institute (SARI) on the development of their first year work plan in Tamale, Ghana.

10. Facilitated and organized an organizational capacity assessment/OCA workshop for the Savanna Accelerated Development Authority (SADA) in Tamale, Ghana.

11. Facilitated and organized a women's leadership conference in the Brong Ahafo Region of Ghana.

12. Developed and signed MOUs with 11 Champions for Change networks.

13. Hosted inaugural events for two Champions for Change networks: a kick-off for the Africa Lead Fisheries Network in Accra, Ghana, and a pricing and planning workshop for the Seed Producers Association of Ghana Tamale, Ghana.

14. Launched a partnership with the West Africa Civil Society Institute (WASCI) for capacity building of Africa Lead Champion networks.

15. Provided technical and logistical assistance for the Post-Ebola economic development consultative meeting in Guinea and Sierra Leone.

16. Reviewed 22 grant proposals from non-state actor groups for activities related to Africa Lead's priorities in improving capacity to manage and implement agriculture policy and, shortlisted nine proposals with invitations for elaboration and revision.

17. Facilitated a USAID/Nigeria Economic Growth team retreat and represented USAID in a Federal Ministry of Agriculture and Rural Development (FMARD), Knowledge Management workshop in Abuja, Nigeria.

WASHINGTON PROGRAM HIGHLIGHTS

1. Hosted African Union Commission/ International Food Policy Research Institute (AUC/ IFPRI) Joint Sector Review (JSR) Planning for 2015, a key instrument for supporting mutual accountability and implementing the CAADP Result Framework, for USAID and other implementing partners in Ghana and guided follow-through planning and implementation.

2. Participated in a strategic planning meeting at the request of the ECOWAS Commission in support of its first regional JSR to understand and conceptualize more practically the challenges and provide capacity building support to the Non-State Actors (NSA) involved.

3. Identified facilitators and supported the design and implementation of work planning for the JSR Assessments with Regional Strategic Analysis and Knowledge Support Systems (RESAKSS) in eight of the eleven countries committed to undertaking the assessments.

4. Drafted and revised the Malabo Implementation Strategy and Roadmap (IS&R) 24-month roll-out plan and budget parameters for review by USAID/Bureau for Food Security (BFS), AUC/ Department of Rural Economy and Agriculture (DREA), AU's New Partnership for Africa's Development (NEPAD), Bill and Melinda Gates Foundation, the World Bank, other donors and organizations.

5. Worked with AUC/DREA on the draft one-year work plan including launching recruitment of three staff members to be seconded to the AUC/DREA to support New Alliance initiatives in existing 10 "New Alliance" countries.

6. Provided technical support during the CAADP Partnership Platform (PP) meeting in Johannesburg, South Africa including participation in drafting and developing the official communiqué that was presented during the last session of the meeting.
7. Supported the official launch of the CAADP Non-State Actors Coalition (CNC) at a two-day meeting prior to the CAADP PP meeting in Johannesburg including presenting to and training CNC members on Mutual Accountability and the Joint Sector Review process.
8. Formed the Africa Lead II-CAADP Non-State Actors Coalition joint mapping committee to guide and support the pilot mapping effort of NSAs in Ghana and Tanzania and in East Africa and West Africa regions.
9. Supported the Kenya Training of Trainers including the design of facilitator guide, participant manual, policy documents, PowerPoint presentations in support of upcoming Kenya Governors' C4C briefings and trainings.
10. Provided extensive revisions of workshop designs and creation of survey for USAID/BFS teams traveling to Guinea and Sierra Leone for Post- Ebola consultative meetings.
11. Designed 3 ½ hour training module on "Institutional Architecture Assessment Process " for USAID food security policy training course that will be held in May.

KNOWLEDGE, LEARNING AND COMMUNICATIONS (KLC) AND MONITORING AND EVALUATION (M&E) HIGHLIGHTS

1. Reviewed/refined M&E tools.
2. Refreshed core communications products such as brochures and basic content templates to reflect current Africa Lead activities and results.
3. Collected and analyzed data through TAMIS (DAI's Technical and Administrative Management Information System) and feedback surveys.
4. Designed and conducted training follow-up surveys.
5. Prepared and distributed a draft Guide for Leveraging New Resources for comment.
6. Reviewed and provided M&E inputs to Mission-buy in activities.
7. Aligned the Africa Lead and Mozambique SPEED programs' M&E plans.
8. Deepened and aligned social media networks across all Africa Lead and SPEED social media platforms, including Facebook, Flickr and Vimeo.
9. Coordinated team data entry, data management and quality control in TAMIS.
10. Performed Africa Lead M&E data analysis and completed Quarter 1 Indicators Performance Tracking Table (IPPT).

UPCOMING ACTIVITIES

These upcoming activities are based on what has been articulated in Mission buy-ins to date and what is reflected in the Africa Lead II Year 2 work plan. We anticipate completing the tasks below during the upcoming quarterly reporting period (April-June 2015).

CONSULTATION, SENSITIZATION AND COORDINATION

1. Initiate work with AUC/DREA's CAADP Support Unit for institutional strengthening of AUC/DREA. The CAADP Support Unit is to implement cluster teams that will support the Malabo commitments and IS&R roll-out plan.

2. Attendance and presentation/representation of Africa Lead at DAI Economic Growth Conference in London.

3. Provide logistical support for USAID Economic Growth team meeting of internal partners in Tanzania.

EAST & SOUTHERN AFRICA PROGRAM

Component 1:

1. Design and deliver a presentation on Agricultural Transformation at the Kenya County Executive Committee Members meeting.

2. Design and deliver a presentation on Agricultural Transformation at the 2nd Annual Kenya Devolution Conference. Two videos, one showcasing the status of food security in Africa and the second on managing change for food security, will be developed for the meeting. A variety of other communication products also will be designed and featured during the meeting.

3. Conduct 5-day Champions for Change Training for 12 Kenya Feed The Future Counties: Bomet, Kericho, Nyamira, Kisii, Machakos, Kitui, Makueni, Taita Taveta, Kisumu, Homa Bay, Migori and Siaya.

4. Recruit, facilitate and follow-up on consultants for the Taita Taveta County Organizational Capacity Assessment, Kenya.

5. Provide design, logistics, implementation and follow-up support for USAID/EA Joint Planning Cell convening of organizations involved in resilience and climate-smart agriculture in the Horn of Africa.

6. Design and organize training for Local Government Authorities in Tanzania.

7. Complete capacity strengthening of Rwanda's Ministry of Agriculture in technical and financial analysis of agribusiness investments.

8. Conduct recycling/disposal assessment of toxic containers from pesticides in Rwanda.

9. Conduct a three-day training and discussion seminar with Institute for Public Administration Training, Mozambique for new ministers as they begin their work in the new administration.

10. Work with Mozambique Ministry Economy and Finance on the development of the National Content bill and contribute to the delivery of a nation-wide local content agricultural supplier capacity building program.

11. Engage with all stakeholders to facilitate the smooth launch of the warehouse receipt pilot project in Mozambique.

12. Present the results of the agriculture labor survey requested by Mozambique Business Advisory Working Group.

Component 2:

1. Design, develop and deliver a training to enhance the Tanzania Policy Change Team's capacity to spearhead various agriculture sector policy reform processes.
2. Provide logistical support for the New Alliance Stakeholders Meeting in Tanzania.
3. Follow up discussions with RESAKSS towards developing shared program activities and identifying several areas of potential collaboration in Kenya and the regional program.
4. Finalize recruitment, hire facilitators and deliver Joint Sector Review workshops in Burundi, Kenya, Uganda, Swaziland and Zambia.

Component 3:

1. Design curriculum and begin organization of leadership and capacity building for women and youth leaders for Agriculture & Food Security (based on feedback from the needs assessment conducted) in Tanzania.
2. Follow up on initiated discussions with the Western Kenyan Agriculture Investment Platform on cross-county value chains.

WEST AFRICA PROGRAM

Component 1:

1. Revise strategic capacity development plan for CILSS and support transformation agenda.
2. Place M&E and Communications interns in CILSS.
3. Conduct a feasibility study for the ECOWAS/CILSS rapprochement.
4. Facilitate a governance training for the CORAF/WECARD Board of Governors.
5. Conduct an organizational audit (applying OCA/Organizational Performance Index, OPI techniques) for CORAF.
6. Provide follow-on financial and administrative services to Hub Rural, the rural development regional hub for multi-stakeholder groups.
7. Monitor, follow up and report on progress made by Bureau Operational de Suivi (BOS) of Plan Senegal Emergent and trouble shoot any obstacles that arise.
8. Design and conduct BOS Strategic Development and Leadership Training for 30 participants and deliver BOS Strategic Visioning Workshop for 50 participants.
9. Support APIX, the Senegal investment promotion agency, in setting-up Regional investment platforms.
10. Continue to build the capacity of the Senegal Office of Rural Water management.
11. Launch the Agribusiness Leadership internship program and place interns.

Component 2:

1. Provide technical and logistics support for the ECOWAS Climate Smart Agriculture workshop.

Component 3:

1. Facilitate mapping of non-state actors in Ghana.
2. Design and deliver Trainer of Trainer courses for youth groups in incubation and other Champion Networks.
3. Deliver C4C leadership training for youth and women's groups.
4. Support Champion and other networks in the implementation of their action plans.
5. Facilitate and organize six Champion Network kick-off workshops.
6. Provide advocacy training for nine Champion Networks.
7. Complete the Savannah Accelerated Development Authority (SADA) Assessment.
8. Promote NSA engagement in policy formulation, implementation and advocacy, e.g. JSR, AUC.
9. Award grant funding to the winning non-governmental organizations and the private sector proposals for policy strengthening projects and begin implementation.
10. Deliver logistics support to the Network of Farmers' and Agricultural Producers' Organizations of West Africa (ROPPA) Rice Farmers Association Meeting.

WASHINGTON PROGRAM

Component 1:

1. Award Internship Partnership Network grant and begin implementation.
2. Provide support on training and capacity building designs and delivery to Africa Lead East and Southern Africa and West Africa regional offices as requested.
3. Complete revisions to the Malabo Implementation Strategy and Roadmap (IS&R) Roll-out plan and budget parameters for review and discussion with USAID/BFS, AUC/DREA, Gates Foundation, World Bank and facilitate review and action planning of next steps.
4. Continue to follow-up on recruitment of New Alliance Operational Unit job positions, contingent on AUC/DREA agreement.
5. Explore possibilities of integrating the C4C curriculum into agriculture tertiary education institutions starting in Senegal.

Component 2:

1. Design and deliver training at Food Security Policy Training for USAID staff May 11-15, including contributing to content on the JSRs and "Setting the Policy Agenda", and conducting a three-hour session on "Institutional Architecture Assessment Process.

2. Design and facilitate up to 11 validation workshops for joint sector review assessments in 11 African Countries.

Component 3:

1. Pilot the NSA mapping in Tanzania for roll-out to one-to-three other countries in Quarter 3 and early Quarter 4.
2. Coordinate with the CNC to host and facilitate country-level mutual accountability workshops in new and existing JSR countries to create awareness and action at the country level on the JSR process, Malabo, New Alliance, and other CAADP and country priorities.
3. Support the establishment of CNC an interim secretariat in Nairobi and a full-time Coordinator under a sub-grant.
4. Launch of country level NSA coalitions in at least two locations.

KLC and M&E

1. Post new videos of Africa Lead-sponsored activities.
2. Prepare program quarterly report.
3. Conduct performance data collection through records and surveys.
4. Produce Africa Lead program newsletter.
5. Launch Africa Lead West Africa regional newsletter.
6. Follow-up with Champions and program beneficiaries to capture success stories.
7. Prepare timeline and reflections for Year 3 work planning.
8. Provide M&E support on Mission buy-in activities and sub-grants.
9. Participate in the USAID-sponsored Complexity Aware Monitoring pilot.
10. Design and conduct six-month training follow-up survey.
11. Identify how each Africa Lead—initiative—undertaken and planned—relates to one or more of the four systems change “elements” the BFS has determined to be central to achieving lasting improvements in systems or structures by which policy is formulated, reviewed and refined.

BACKGROUND

Africa Lead II—the Feed the Future: Building Capacity for African Agricultural Transformation Program—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 maximum total funding amount (ceiling) of $69,998,758. Other core members of the Consortium include Training Resources Group (TRG), Management Systems International (MSI) and Winrock International.

The purpose of the program is to support and advance 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 builds upon Africa Lead I's capacity building achievements to cultivate a cadre of leaders across the spectrum of agriculture, food security and agribusiness 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 the graphic below, the pathway for the intended impact is straightforward.

THEORY OF CHANGE FOR INCREASED AGRICULTURAL PRODUCTIVITY AND FOOD SECURITY

AFRICA LEAD II VISION AND APPROACH

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

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

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

- **Component One**: Improving Institutional Capacity to Manage Agricultural Development
- **Component Two**: Strengthen Capacity to Manage and Implement the Policy Change and Alignment Process
- **Component Three**: Promote the Effective, Inclusive Participation of Non-State Actors (NSAs) in the Policy Process.

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 is 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 Africa Lead II aims to lay the foundation for sustained building of organizational (and network) capacity.

To do so, Africa Lead II:

- Provides organizational support to the AUC/DREA for implementation of the Malabo Implementation Strategy and Roadmap.
- Harmonizes leadership training across Africa Lead II and integrate face-to-face and e-learning techniques into curriculum design.
- Initiates establishment of an innovative platform to scale up agribusiness internships that can help expedite innovations in African agriculture.

- Pilots, refines and rolls-out the Africa Lead Organizational Capacity Assessment/ Organizational Performance Index (OCA/OPI) tool to establish and reinforce a results-oriented and learning culture within critical African agriculture organizations.
- Pilots and rolls-out cutting edge mapping of non-state actors involved in agriculture policymaking and programming.
- Creates new and innovative partnerships and leveraging opportunities to expand scope and outreach of our programs.

Achievement of these goals requires a level of coordination that the program has not yet achieved, especially with its USAID Mission clients. Year Two necessitates tight collaboration and consistency of messaging between the Africa Lead II team and the USAID project management team and requires regular communication and guidance from Washington to the USAID Missions.

During Year Two, Africa Lead II is constantly reflecting and considering how every activity requested of the program contributes to strengthening institutional and network capacity for agricultural transformation. We are beginning to answer the "so what?" question – what difference is Africa Lead II making in achieving food and nutrition security and shared prosperity in Africa? Similarly, Africa Lead II is examining ways to align these reflections with the systems change emphasis that Feed the Future seeks to achieve through Africa Lead II and other projects.

Africa Lead II is also instituting incentives and processes to more creatively and effectively push for partnerships that leverage assets from private sector entities and individuals participating in capacity building initiatives with the program. We will measure the value added by partners more systematically and make leveraging indicators more central to our overall monitoring and reporting process.

STRUCTURE OF THE QUARTERLY REPORT

Below, we cover in greater detail the activities and outputs of each of the Components (or strategic areas of program intervention) that make up the Africa Lead II program (hereinafter referred to as "Africa Lead"). We begin and end with overall program support tasks and in between we highlight program activities that Africa Lead has undertaken during this quarter.

During an earlier quarter, Africa Lead received feedback from USAID on the draft Performance Monitoring Plan (PMP) submitted in December 2013. Based on this input and engagement with the field, Africa Lead has refined and streamlined the program's list of indicators. While not yet approved through an official modification, Africa Lead has incorporated these changes into the Indicators Performance Tracking Table (IPPT) included as Annex II to this report.

During this quarter, Africa Lead incorporated Mozambique's agriculture project, SPEED (Support Program for Economic and Enterprise Development). Now supported by Africa Lead, SPEED is designed to improve the business environment for Mozambican agriculture through better trade and investment policies. The activities and results of SPEED are integrated into Components and 2 and 3. The combined M&E teams have aligned the two projects' indictors to capture combined results.

AFRICA LEAD ACCOMPLISHMENTS

CONSULTATION, SENSITIZATION AND COORDINATION

Africa Lead proactively engages with other programs, donors and partners in pursuit of achieving its activities. To reach scale and have impact, consultation and coordination with others is essential. During this quarter Africa Lead engaged with the following partners.

TASK 0.1: CONSULT WITH BILATERAL AND REGIONAL USAID MISSIONS

This quarter saw more definition of the proposed three-year program of capacity support for promotion and support to private investment in **Senegal** agriculture and agribusiness. To gather data and information for the elaboration of the draft work plan, the team met with USAID/Senegal and key program stakeholders in Dakar. The Finance and Logistics staff performed a reconnaissance mission on program start-up operations, and the technical team interviewed shortlisted candidates and initiated staff hiring for the following key positions, Program Director, Program Manager, Logistics and Administrative Officer and Administrative Assistant. This program will work closely with International Food Policy Research Institute (IFPRI) to strengthen the enabling environment for private sector-led agricultural development. Much of the anticipated work in Senegal links to Component 1 activities.

Similarly, the Africa Lead team met with USAID/DRC as well as other donors, government counterparts in the Primature and in the Ministry of Agriculture, key civil society and private sector stakeholders from February 9-14, 2015 in the **Democratic Republic of Congo (DRC)** to identify priority needs in the sector. The team developed a draft concept note outlining potential program areas and activities for the proposed buy-in program.

Other Africa Lead engagement with USAID advances programming at the regional level such as the meeting the team organized and facilitated for **USAID/East Africa's Regional Feed the Future and Trade Africa** in Kampala, Uganda. In keeping with Africa Lead's mandate to facilitate improved performance of African institutions, the meeting explored gains, lessons and opportunities for collaboration among USAID Missions and partners in East Africa to improve integration, innovation, and scaling results of Feed The Future (FTF) and Trade Africa programs.

Africa Lead also conducted a survey of capacity development needs and interests among the Champions For Change (C4C) alumni during the previous quarter and then designed and submitted a proposal to **USAID/EA** to build a dynamic network of C4C graduates. The activity will consist of two interconnected components (Challenge for Change Grants Fund and Social Media Networking Platform) intended to catalyze knowledge exchange, relationship building and to support high potential projects by C4C graduates.

Africa Lead also contributes to Mission planning and process. For example, to inform the **Tanzania Mission's** incremental funding needs in FY 15, Africa Lead constructed an activity matrix and budget projections for next 18 months. For **USAID/Nigeria**, an Africa Lead regional

trainer co-facilitated a two-day retreat from March 24-26, 2015 in Abuja, Nigeria for approximately 25 USAID/ Nigeria Economic Growth (EG) team members. The objectives of the retreat were to develop EG goals and strategies, review EG resources and to strengthen the team in order to enhance performance, and build confidence, cooperation and team spirit. The facilitator developed the agenda and animated the sessions through participatory techniques such as icebreakers and team building games.

There are also subject matter priorities that arise from USAID Missions on which Africa Lead is called upon to assist. Toxic container recycling/disposal in the agriculture sector in **Rwanda** is one such example, leading Africa Lead to submit an activity description and budget to USAID/ Rwanda for an assessment to determine if there is an opportunity to improve pesticide container disposal and/or re-use of pesticide containers into the agricultural, pest control and related chemical supply chains. Africa Lead also prepared and submitted questions and ideas to USAID/Rwanda for another possible assessments on gap analysis of educational programs for agriculture professionals. Both assessments are recommended as ways to inject evidence into the relevant policy making process.

Africa Lead also organized and facilitated the 1st Annual Development Partners Meeting in **Tanzania**. The meeting focused on integration, coordination and the sharing of best practices among implementing partners and other actors. Participants from the USAID Tanzania mission, representatives from other U.S. Government agencies, implementing partners, and invited guests from national and local government authorities in Tanzania and other stakeholders sought to continue building relationships between USAID, implementing partners and the Government of Tanzania.

Africa Lead provided logistical and technical support during the Ebola consultative meetings that were organized in **Guinea and Sierra Leone** from February 18 to 19, 2015 and assisted in producing the proceedings in collaboration with the rapporteurs. The objective of the meetings was to facilitate a consultative process with government, donor, private sector and civil society representatives to provide input into a new agricultural development program following the Ebola crisis. The Guinea meeting brought together 40 Participants (30 male and 10 female) while 29 (23 male and 6 female) individuals participated in the Sierra Leone meeting.

For the **Bureau of Food Security**, Africa Lead has drafted a session design for Mutual Accountability/Joint Sector Review for USAID Food Security Policy Training upcoming in Washington, DC, May 11-15. In collaboration with Feed the Future's Knowledge-Driven Agricultural Development project (KDAD), Africa Lead is providing content on areas of comparative advantage—including on the Joint Sector Reviews and on "Setting the Policy Agenda." Africa Lead will participate in the training sessions for USAID food security policy training and conduct a three-hour session on "Institutional Architecture Assessment Process."

TASK 0.2: COLLABORATE WITH FOOD SECURITY ORGANIZATIONS AND PROGRAMS

Another measure of collaboration in which Africa Lead engaged this quarter was a two-day inter-project workshop organized by DAI, one of Africa Lead's implementing organizations. DAI is currently operating related projects in East Africa including the **FoodTrade ESA and East African Trade and Investment Hub**. The project representatives identified several areas for collaboration, including seed harmonization support for COMESA, and grades and standards for grains for East Africa Community (EAC).

The same emphasis on collaboration led Africa Lead to attend **InterAction's Food Security and Agriculture working group** meeting on January 23rd, where the guest, Tjada McKenna, presented on the New Alliance—the G8 countries' commitment for global investment in food security and nutrition.

Outreach to other partners include a multi-media initiative to spur youth agribusiness entrepreneurship that Africa Lead has designed with **Mediae Company** in Kenya developing the design for two TV-based media programs to spur youth agribusiness entrepreneurship similar to "Shamba Shape Up" and "Makutano Junction."

During the quarter, the SPEED program completed the full transition to Africa Lead. **SPEED** focuses on reforming agricultural trade and investment policies and also emphasizes the policy implementation process, including monitoring implementation of reforms. Like Africa Lead, the SPEED team delivers training and technical assistance to build the capacity of business associations and corresponding government institutions. As part of this transition, SPEED developed a detailed work plan and budget for the Africa Lead II Cooperative Agreement and completed other start-up activities including setting up operational and financial systems to ensure successful implementation of the program through February 2016.

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

At the request of USAID this Task is being postponed until a more appropriate time. The principle and value of having the whole of Africa Lead's programs understood by and broadly approved by the AUC/DREA is clear, but the timing and structure of such an advisory group remains uncertain.

An additional value of the PAG once established is that it will play a role as a coordination platform for Africa Lead work, bringing together representatives of missions supporting Africa Lead work at the bilateral and regional levels with Bureau of Food Security staff and AUC and Regional Economic Community (REC) agriculture and food security program leaders.

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

Africa Lead collaborated with the **Monitoring, Evaluation and Technical Support Services Unit (METSS**) of USAID/Ghana to organize the 2015 Feed the Future Implementing Partner's Meeting held from March 11 -12, 2015 around "Collaborating for Results". The Minister of Food and Agriculture of Ghana acknowledged the important role that USAID and other development partners play in shaping Ghana's agricultural sector noting how these efforts address the issue of poverty as well as create a culture of entrepreneurship.

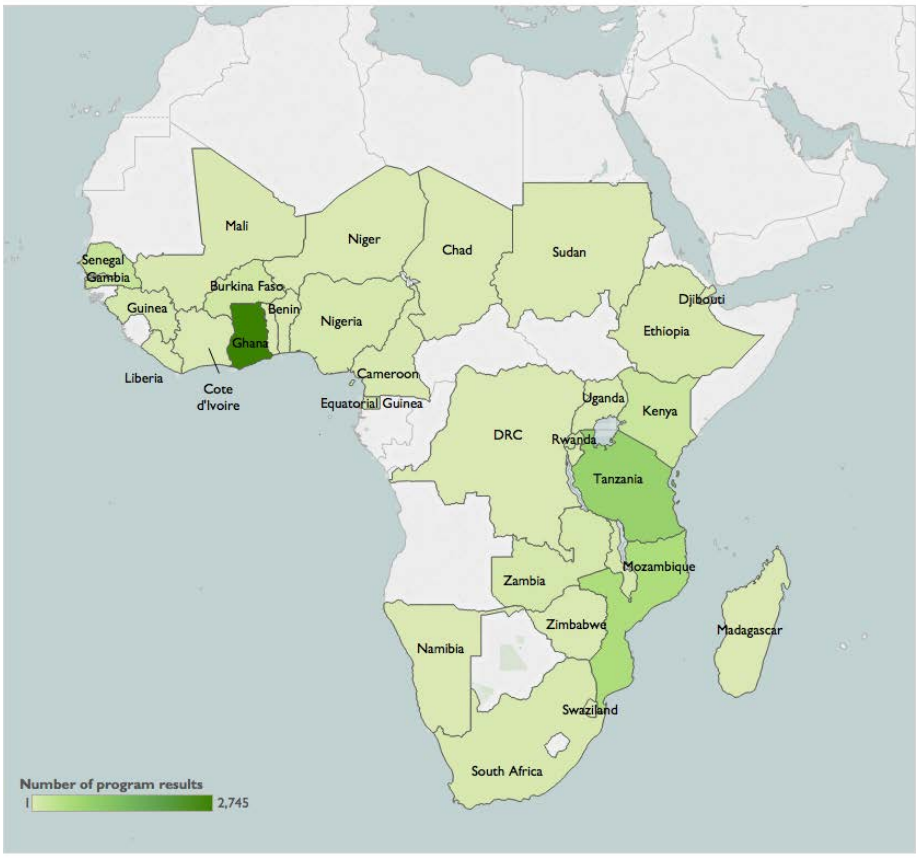
An Africa lead team participated in an ECOWAS Meeting of Climate-Smart Agriculture Stakeholders in West Africa which included a technical review of the proposed agenda, an identification of the logistical requirements and the development of a roadmap for the proposed High Level Regional Conference on ECOWAS Climate Smart Agriculture planned for June 2015.

COMPONENT ONE: IMPROVING INSTITUTIONAL CAPACITY TO MANAGE AGRICULTURAL DEVELOPMENT

The purpose of Component One is to help establish "the institutional/organizational architecture to lead African agricultural transformation operating at the highest level of effectiveness…to assist in strengthening core competencies in 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: (1) address shortcomings with planning, analysis, and decision-making capacity; (2) increase the availability, applicability and use of high-quality evidence-based data for decision-making; and, (3) deliver training and mentoring approaches that respond to the need for leaders who are willing to make tough decisions and guide the process through to completion."

Africa Lead program results to date have had an impact across the continent as depicted below.

Program Results



Number of food security event participants	5,081
Number of organizations supported	916
Number of champions trained	615
Number of food security events organized	71
Number of trainings conducted	15
Number of assessments completed	13

Target institutions include policymaking and policy-implementing government ministries, departments and agencies, non-governmental organizations, farmer-based organizations, private sector enterprises and associations, and the media. Capacity building for non-state actors working specifically on agriculture policy-related matters is covered in Component 3.

One of the key areas of continuing apparent weakness among government and quasi-government institutions involved in establishing the "rules of the game" for agriculture and agribusiness is an inability to establish "SMART" goals on a regular basis against which they can measure their performance and progress. SMART objectives are Specific, Measurable, Attainable (showing a realistic understanding of constraints in a system), Realistic and Timely or time-bound. Organizations are most likely to establish and take seriously these kind of goals is when faced with pressure from top leadership to achieve results and when there are consequences (accountability) to missing those results.

Below, we identify actions Africa Lead took and supported that will drive momentum toward more results-oriented and better performing institutions and networks of institutions, a prerequisite to a well-functioning agriculture sector.

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

As the understanding of Africa Lead and USAID partners evolves about key institutions and networks involved in governance of the agriculture sector and development of the policies, regulations and structures needed for agricultural transformation, there is a continuous need to better understand strengths and weaknesses and build capacity and performance.

For the **Savannah Accelerated Development Authority** (SADA), Africa Lead conducted field visits to zonal offices in the Volta, Brong Ahafo and Northern regions of **Ghana** and facilitated an overall Organizational Capacity Assessment (OCA) workshop (March 3 - 5, 2015 in Tamale) to identify ways to strengthen the institution and make it more able to meet its stated goals and objectives. SADA plays a critical role in promotion and governance of the agricultural sector in a part of Ghana that is considered to be particularly fragile. A total of 33 participants (29 males and four females) representing stakeholders from government, civil society, media and development partners participated in the workshop. The gathering afforded participants the opportunity to deliberate and contribute to the desired results of an investment hub.

The Africa Lead team held various consultative meetings with the ***Bureau Operationnel de Suivi*** **(BOS)** the operational bureau of Senegal's national transformation program ***Plan Senegal Emergent*** **(PSE)** as well as other key stakeholders of the Presidential growth initiative in Senegal. Africa Lead helps to strengthen the policy and enabling environment for agriculture sector investment through capacity-building of such instrumental institutions. The Africa Lead team developed a comprehensive training plan based on data collected in a rapid capacity needs assessment of BOS and prioritized strategic visioning and team building subject areas to enhance its performance. Africa Lead will continue to provide on-going support in areas related to results and management for the BOS/PSE team.

During this quarter, Africa Lead also met with the **Taita Taveta County Governor** in collaboration with the USAID/Kenya bilateral Financial Inclusion for Rural Microenterprises (FIRM) project and provided facilitation support to the County executive team to agree on next

steps for capacity building activities for the county. The meeting resulted in the development of draft terms of reference for the Organizational Capacity Assessment, the first phase of support to the County.

Africa Lead finalized and submitted to USAID an assessment of **youth and women's agricultural groups in Tanzania** currently supported by various USAID partners, including Tanzania Staples Value Chain (NAFAKA), Catholic Relief Services/Tanzania and Tanzania Horticultural Association. The assessment team engaged with other relevant institutions such as FEMINA-HIP (youth health education), Best Dialogue (private business development), and Tanzania Agricultural Youth Foundation. Based on the assessment, Africa Lead developed recommendations for an activity to strengthen the leadership and performance of key youth and women's groups.

TASK 1.2: PROVIDE ASSISTANCE TO STRENGTHEN PERFORMANCE OF KEY INSTITUTIONS

Among the key West African regional agricultural institutions is **CORAF/WECARD—*West and Central African Council for Agricultural Research and Development/ Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles***. To strategically develop depth of organizational capacity over time in both CORAF/WECARD and the ECOWAS Department of Agriculture and Rural Development (DARD), Africa Lead team placed a first batch of five participants in the **Young Professional Capacity Building Program.** Three Master's level professionals are working with M&E, Communications, and Program Planning teams in CORAF/WECARD, Dakar. In ECOWAS two interns are placed with the M&E and the IT and Communications teams of DARD. The high-level objective of this activity is to improve the effectiveness of each team in the medium-term for overall organizational growth

Another pivotal West African institution is **CILSS, *Comité permanent Inter-Etats de Lutte contre la Sécheresse dans le* Sahel/Permanent Interstate Committee for Drought Control in the Sahel.** The Africa Lead team provided technical assistance to CILSS program staff in developing its 5-year operational plan. The finalized operational plan will be used as a tool in managing the progress and impact of its strategic program areas as well as mobilizing resources for the funded projects.

Africa Lead also helped CILSS update and strengthen its Monitoring and Evaluation system, working with CILSS M&E team to draw in recommended practices in Management Information Systems. The team selected an Institutional Capacity Building Specialist for CILSS to provide strategic guidance and support to its senior management. Africa Lead will provide continued support to CILSS to build its organizational performance focusing on a change management plan, strategic and prioritized strengthening actions and a focus on Results-Based Management.

In East and Southern Africa, Africa Lead worked closely with the **Common Market for Eastern and Southern Africa (COMESA)/Alliance for Commodity Trade in Eastern and Southern Africa (ACTESA)** this quarter. Africa Lead planned, organized and facilitated the COMESA Biotechnology/biosafety Implementation Plan (COMBIP) validation workshop in Addis Ababa March 11-13, 2015, attended by 59 participants (49 male and 10 female). COMESA/ ACTESA will finalize the Plan, translating it into French and circulating it to member states. The COMBIP

is expected to serve as guidance to member states in the use of modern biotechnology in agriculture and play an important role in accelerating innovation in African agriculture.

At the country level Africa Lead continues to support institutional strengthening. For the new unit of the **Ministry of Water, Senegal,** the ***Office des Forages Ruraux (OFOR)***, whose intent is to privatize the management of rural water systems, the team conducted a Strategic Development and Team Building workshop. This is the first of a series of training and capacity building support for OFOR designed to ensure it begins its life as a performance-oriented organization efficiently managing a private sector-led rural water supply and water supply systems that will ensure quality, accessibility, equity and sustainability.

Also in Senegal, Africa Lead provided input to the *"Note technique"* designed by the country's **investment promotion agency, APIX (*Promotion des investissements et grands travaux*),** to guide the setup of regional investment platforms in Senegal. This input was provided in the context of beginning collaboration and technical assistance to APIX specifically for strengthening of performance of government institutions mandated with the promotion and retention of agricultural investments into Senegal.

For **Bomet County, Kenya**, Africa Lead supported a capacity building workshop for the county managers with USAID bilateral projects FIRM and Agile and Harmonized Assistance for Devolved Institutions (AHADI). The meeting, conducted on March 5, 2015 and attended by 50 participants (39 male and 11 female), was aimed at creating a common understanding of the vision for the Bomet County Strategic Investment Plan and helping to develop a roadmap for capacity development to implement it. Africa Lead will continue to support capacity assessment activities for the county including sourcing a consultant to undertake an organizational assessment.

For the **Federal Ministry of Agriculture and Rural Development (FMARD), Nigeria**, Africa Lead represented USAID/Nigeria in a multi-stakeholder Knowledge Management workshop for over 60 participants representing stakeholders of the Agricultural Transformation Agenda. Participants validated the knowledge management framework, knowledge management system and detailed the action plan for 2015-2016. Africa Lead took advantage of this opportunity to identify Results Based Management and Leadership as two future training needs for FMARD staff.

During the East African Community (EAC) Institutional Architecture Assessment (IAA) validation meeting held in 2014, it was concluded that **Burundi** had not been formally consulted with in formulating the IAA and that such consultation would be required in order to validate the assessment. Africa Lead provided technical assistance to incorporate Burundi's input into the report and submitted the revised report to the EAC and USAID/EA.

Africa Lead also continued to provide technical assistance for the development of the strategy and formal proposal for a major coffee project in Burundi to be funded by World Bank. Although feedback from the Burundi Mission revealed quality and timeliness issues with the World Bank-led proposal development team, which included Africa Lead's consultant, the proposal was completed and is moving through the requisite World Bank approval process.

An Africa Lead team designed and facilitated a workshop for **Ghana's Savannah Agriculture Research Institute (SARI)'s** departmental heads to provide them the skills and knowledge to

develop the first year work plan for their recently awarded USAID/Ghana grant. The eleven participants (10 staff of SARI and one USAID representative; nine male, two female) detailed the goals to be achieved, the outputs, activities and various tasks areas.

Africa Lead is also contributing to the development a “roll-out” plan that provides specific steps for initiating the **Implementation Strategy and Roadmap (IS&R) for the Malabo Declaration** commitments. The roll-out plan identifies major streams of work that need to be initiated immediately and completed within the next 24 months to jumpstart the Malabo implementation process at multiple levels (country, regional and continental) and across sectors. This set of actions largely targets the continental and regional level agencies that are expected to provide support services to countries to implement the Malabo IS&R.

USAID, Bill and Melinda Gates Foundation, the World Bank and IFPRI have reviewed various drafts of the roll-out plan and provided suggestions for strengthening the document. In May, 2015, the African Union Commission Department of Rural Economy and Agriculture (AUC/DREA), Gates Foundation, World Bank and USAID/BFS will meet in Washington to review the status of the roll-out plan so that it can be finalized and shared with other donors to identify possible funding sources for each of the major proposed work streams.

Action is moving ahead well on another AU front. Africa Lead is participating in the effort to complete the organizational design and one-year work plan for the AUC-DREA-supported New Alliance Operational Unit (NAOU). The team is recruiting three staff members to be seconded to AUC beginning next quarter.

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

In this quarter, Africa Lead developed and delivered a three-day **Training of Trainers in Kenya** to orient the team to the C4C curriculum. The team recruited a shortlist of 10 highly experienced professional trainers from Kenya to form the core group of facilitators who will deliver the Champions for Change Trainings in Kenya and the region.

A six-member Africa Lead team kicked off the new Africa Lead program activities in Dakar and Saly, Senegal by facilitating an advanced leadership and team building workshop for **CORAF/WACARD Executive Secretariat** staff. The purpose of the three-day course was to strengthen the capacities of CORAF/WECARD’s senior management team to effectively and efficiently lead the organization for more relevant and sustainable impact. There were 33 participants of whom 20 were male and 13 were female. Evaluating the program upon its completion all participants indicate an increased level of knowledge after the training program. On a scale of 1 to 4 the improvement in the level of understanding across the different topics covered ranges from 12 percent to 61percent, with an overall average of 42 percent increase in knowledge after the training from before training.

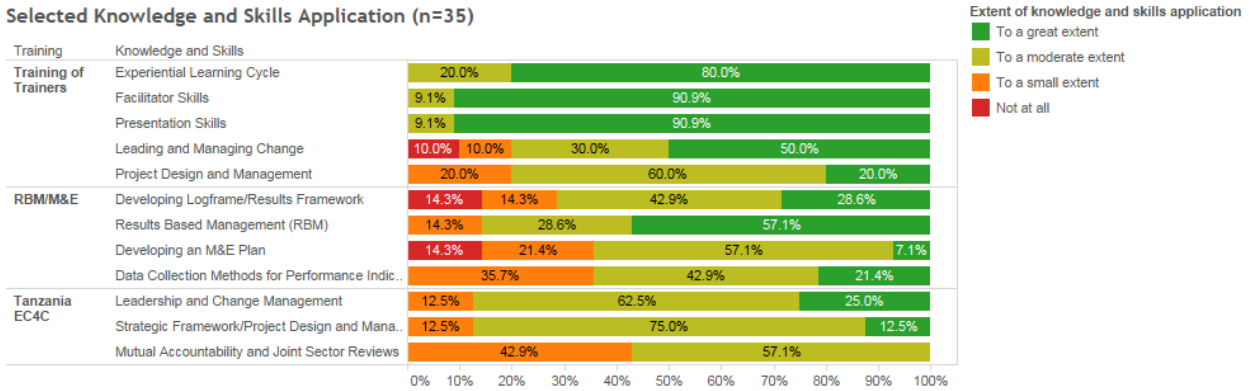
Africa Lead also delivered a Results Based Management short course to 33 **CORAF National Agriculture Research Institute (NARI)** M&E staff (25 male and 8 female) in Abidjan, Cote d’Ivoire. This activity reflects Africa Lead’s continuing support to institutional strengthening and especially to performance management and monitoring for CORAF and its national partners engaging in critical agricultural research and technology dissemination. The goal of the customized six-day short course was to improve the organizational effectiveness of the

CORAF/WECARD/NARI regional coordinators' programs and strengthen their capacity to develop, implement, and evaluate policies and programs in West Africa.

Africa Lead evaluates the success of its training through a **six-month follow-up survey** of participants' application of knowledge and skills. In this quarter, Africa Lead conducted six-month follow up surveys for three trainings conducted in August and September 2014, two in West Africa (in both French and English)—Training of Trainers and RBM/M&E Reporting Writing Training—and one in East Africa—Tanzania Executive Champion for Change.

The RBM/M&E trained 49 individuals with the objective of strengthening capacity and improve organizational effectiveness of CORAF and the West Africa Seed Program to develop, implement, and evaluate agricultural policies and programs. Training of Trainers was conducted for 21 participants from Anglophone and Francophone countries to produce trained facilitators. In Tanzania, in an effort to scale up the cadre of Ministry of Agriculture Food Security and Cooperatives, Africa Lead was tasked by USAID Tanzania to develop and deliver a two-day course. The training was conducted in two rounds for 49 participants.

The **surveys for the three trainings** thus surveyed were conducted online via SurveyMonkey in March 2015 by sending out customized survey questionnaires. By the time the surveys were closed 35 participants, about 30 percent, relatively low but adequate for the purpose, responded to the survey. According to the survey results, ninety-seven percent (97%) of the respondents report that they are able to apply the knowledge and skills learned within the six-months following training. In order to assess the extent of application, respondents are asked to rate the different training knowledge and skill areas. The results reveal a high degree of application, the majority responding either to great or moderate extent. Fewer respondents report not at all applying some of the knowledge and skill areas. Considering the diversity of participants in terms of roles and responsibilities it is not expected that every participant will be able to apply all topics especially within the first six months of the training. The degree of application of selected knowledge and skill areas is indicated in the chart below.



The survey respondents also indicate a self-perceived need for further training and coaching. Africa Lead will use the feedback in planning further training including refresher courses as well as in exploring potential coaching and mentoring opportunities. Such follow-up support could be critical in enabling individuals and organizations to effectively lead and manage the complex change processes involved in the agricultural transformation.

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

Africa Lead continues to support agribusiness internship placements for **Mandela Washington (YALI) Fellows**. Africa Lead is hosting two interns in its Nairobi office to work in the areas of strategic communications and technical support, respectively. The team also has coordinated with the international NGO, IREX, to host an intern selected from the 2014 batch of Mandela Fellows.

Africa Lead has helped to advance the idea for a **State House Fellowship program** born during a meeting between the U.S. Ambassador to Tanzania and Tanzania's President. Africa Lead has designed an activity description and formulated a budget for the new program modeled on the long-standing White House Fellows program in the United States, to identify, train, and provide high-level experience to the next generation of Tanzanian leaders.

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

The premise of this Task is that there are not sufficiently focused programs or curricula on leadership within tertiary training institutions for agriculture and agribusiness. Based on that understanding the purpose of this Task is to introduce the Africa Lead curriculum to one or more institutions that will institutionalize it and incorporate it into their training programs.

To date this Task has not gone beyond initial consideration and scanning of potential partners. Africa Lead has initiated discussions with the African Leadership Academy in Johannesburg, South Africa to learn more about the organization and discuss possible opportunities for collaboration on leadership training, internships and other areas of mutual interest. In addition exploratory meetings have been held with the Association of African Business Schools, particularly their Agribusiness Initiative, the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM), New Alliance Operating Unit of the AUC/DREA, Grow Africa and its roster of agribusiness companies, and NEPAD's CAADP Coordinator and Advisor for Agriculture Technical and Vocation Education.

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

Africa Lead has advanced the establishment of an Internship Partnership Network (IPN) to build and sustain relationships among agribusinesses with student and mid-career interns. A grant competition has been conducted with 16 proposals received by the March 13 submission deadline. The main objectives of the IPN grant are to facilitate at least 50 agribusiness internships, build the capacity of agribusinesses to establish in-house internship programs, and identify alternative funding sources to sustain the function of the IPN's matching service between interns and intern-hosting agribusinesses. An Africa Lead team evaluated the proposals and came to agreement on the top three candidates. Action items for the next quarter

are to conduct a “best and final offer” competition among these top three, finalize the evaluation, seek formal USAID approval for the grant, and begin grant implementation.

During this quarter Africa Lead also continued outreach to multiplier partners. The team met with Sokoine University Graduate Entrepreneurs Cooperative (SUGECO), USAID/Tanzania representatives and the Innovative Agricultural Research Initiative to discuss issues and concerns about SUGECO’s capacity to manage an ongoing internship program with the Sokoine University of Agriculture (SUA). The team co-facilitated and participated in a two-day workshop on **SUGECO/SUA** internship program design, sustainability strategy and implementation planning with the goal of reviving and strengthening the internship program that Africa Lead implemented for USAID/Tanzania in the first phase of Africa Lead.

In Ghana, Africa Lead participated in the 2015 **Ashesi University Career Fair** on March 18 2015. The Fair brought together over 50 companies and presented Africa Lead an opportunity to showcase components of the program such as the Champions for Change Leadership short courses and the Agribusiness Leadership Program. It also allowed Africa Lead to obtain a list of students interested in participating in leadership training and internship positions.

The team is also maintaining consultations on another internship placement with **Hershey’s** as well as introducing the concept to **Dow Agro Sciences.** Coordination conversations will continue into the next quarter.

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

The overarching goal of Component Two is to strengthen the capacity of government, business, and civil society leaders to manage the policy process and thus enhance the impact of agriculture and food security investments. A key focus of this Component is the coordination process by which all stakeholders are afforded the ability to voice their ideas and concerns about agriculture and food security policy at the national, regional and continental levels.

During this quarter, we engaged in a variety of policy-oriented, capacity-building activities that are laying the foundation for more effective, evidence based policy formulation and evaluation.

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

Africa Lead continues to support the **Joint Sector Review (JSR) process** through guiding follow-through planning and implementation. The team organized and hosted a JSR coordination planning meeting with USAID and other implementing partners in Ghana on March 2, 2015. Deliberations at the meeting centered on the AUC/IFPRI JSR Planning for 2015, the ”Strong” JSR status in Ghana—the benchmark for robust technical analysis and perhaps most importantly equal inclusion of non state actors in all elements of the policy planning and policy review process. Participants considered lessons learned from the 2014 JSR process and discussed the roles and responsibilities of key stakeholders for 2015 JSR with next steps for moving the process forward.

Another indicator of the effectiveness of policy training is the cascade effect when an Africa Lead training stimulates partners and participants to reproduce the experience for others. Such is the situation in Tanzania where discussions are underway to explore a possible “Women

Parliamentarian Training" as a direct result of Africa Lead's Super Champions Training for Parliamentarians. Gaining the leadership of women parliamentarians as policy champions for food security in Tanzania would provide substantial political will for progress in implementing Tanzania's CAADP program.

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

The Tasks and activities included here are those that support improvements in individual policy-formulating institutions and networks at the national, Regional Economic Community (REC) and continental levels, and also with systems or networks that are designed to analyze, learn from and change policies based on evidence from research and other objectively verifiable evidence of policy impact.

A multi-stakeholder Policy Analysis Group (PAG) engaged in policy research and reform has been active in Tanzania. Africa Lead participated in **joint PAG and New Alliance Partnership Accountability Committee (PAC)** meetings this quarter convened to prioritize and align policy issues with the New Alliance on Food Security and Nutrition.

The program began the second phase of capacity building for the **Ministry of Agriculture, Rwanda (MINAGRI)** to develop investment profiles as a way to attract private sector players into the agriculture sector in keeping with a strategic shift from government-supported agriculture. The team provided support to the investment profiling for 20 irrigation sites in Rwanda focusing on building the capacity of MINAGRI staff to carry out data collection, modeling and analysis for investment projects. Despite the Minister's commitment of staff and resources, the activity has fallen behind schedule. Other Ministry priorities have pulled key personnel away from the investment profiling activity for periods of time. Performance quality issues also account from some time delays.

Africa Lead assisted the **African Fertilizer and Agribusiness Partnership (**AFAP) to strengthen and focus its deliverables table and timeline as well as its M&E plan. These deliverables represent a cluster of documents to meet "Milestone 1" addressing branding, communications, governance and financing of the fertilizer platform called ESAFSF for East and Southern Africa Fertilizer Stakeholders Forum or "the Fertilizer Forum".

This platform is an alliance among public (COMESA), private and civil society sectors to increase food security through improving farmer productivity. Meeting this milestone moves the combined Fertilizer Forum and AFAP institutional strengthening goals of this grant administered by Africa Lead forward. Near term impacts include improved ability to facilitate and coordinate enhanced private sector investment, and participation in the procurement and distribution of fertilizer in the region.

Africa Lead SPEED initiated a donor agriculture sector financing tracking exercise through the **AGRED (agriculture and rural development) donor working group**. The objective is to track expenditures by G8 partners in the agriculture sector as well as the expenditures of the extended AGRED group members. The resulting report covers both on-budget funds and funds spent in the sector that are channelled through the state budget, as well as off-budget financing or programs that agencies finance bilaterally or through NGOs.

The SPEED team engaged with **Mozambican government stakeholders** to strengthen collaboration and buy-in for the warehouse receipt pilot, and gain insights on regulatory efforts that might arise in the future. The team also has been requested by the government to support an assessment of the current legal framework (land legal framework audit). The audit will evaluate the extent to which the range of existing laws, regulations, and other administrative processes undermines access to and investments on land, and will propose options for streamlining the process of issuing rural land use rights.

SPEED also assisted the National Seed Dialogue Platform to develop and present its draft strategic plan to the National Agrarian Research Institute, which is part of Mozambique's Ministry of Agriculture and Food Security. The plan includes detailed activities that seek to liberalize the seed market and focuses on the development of the dialogue mechanism between seed market actors and the government through the platform. As a result of this analysis of the seed market and legal framework, the National Seed Dialogue Platform has been able to develop and present a strategic plan, which aims to support the development of a commercial seed sector.

Research performed by the Africa Lead SPEED team has helped improve evidence-based policy reform in Mozambique. The team presented an analysis of the many dispersed local agricultural content provisions in existing legislation governing procurement at a workshop which saw active engagement of representatives from several key institutions including Ministry of Mineral Resources and Energy, Ministry of Economy and Finance, and National Petroleum Institute as well as private sector players from the agriculture sector. As a result, the team has been invited to contribute directly to the drafting process of the National Content bill governing local content in agriculture supply chains for industry procurement, especially by the extractives sector.

Based on the findings and recommendations of SPEED's 2014 study on minimum wage in Mozambique, SPEED and the Confederation of Trade Associations (CTA) trained private sector negotiators on the political economy of minimum wage negotiations and provided tools and arguments to the negotiators and other CTA representatives**.** The government has approved increases in the statutory minimum wage, although agriculture has one of the lowest increases of 5.74 percent, and the sector faced the most difficult series of negotiations. The new minimum wages come into effect on April 1st 2015.

Another result of SPEED research has given business clear data on which to base advocacy for reform of the electricity sector in general and the current tariff structure and legal framework in particular. As a result of follow-on meetings to review the findings, the Mozambique Electric Company has committed to provide information to business about its plans for load shedding (phased power outages) in order to facilitate business planning and scheduling.

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

For 2015, eleven countries have been invited by AUC to undergo the **JSR Assessment process**. This process guides countries in assessing the performance of their agriculture sectors and setting policies to promote evidence-based national planning, sensitivity to gender, and making the process a learning experience.

Following initial efforts to get a response from the Agriculture Minister in each of the eleven countries as to whether or not they will accept the JSR Assessment process invitation, eight countries have committed to moving forward. Those countries are Benin, Côte d'Ivoire, Mali, Niger, Togo in West Africa; Burundi, Kenya, Uganda, and DRC in East Africa; and Zambia and Swaziland in Southern Africa. The three that are unclear on their commitment to the JSR Assessment include Kenya, Niger, and Mali.

Africa Lead is playing the same role we did in 2014, identifying a facilitator to run the validation workshop for the JSR Assessment and making sure the workshop is well designed and well executed. Each regional coordinator for the Regional Strategic Analysis and Knowledge Support Systems (RESAKSS) facilitated by IFPRI, will travel to the countries in their respective region to meet with the JSR Focal Point and develop a work plan for the JSR Assessment. Africa Lead has made strong progress on facilitator recruitment through the end of March. Workshop planning and delivery will be held during the next quarter.

Regionally**,** Africa Lead participated in a strategic planning meeting at the request of the **ECOWAS Commission in support of its first regional JSR**, a key instrument for supporting mutual accountability and implementing the CAADP Result Framework. The main outcome of the meeting was a comprehensive regional JSR Roadmap with key actions for stakeholders involved in the process. The high level objective of the regional JSR is to allow ECOWAS as a regional economic community, with some members having already conducted the JSR process on a national level, to ensure the mutual accountability mechanisms in processes and reports on a regional level are aligned with the overall JSR outlines.

Africa Lead also will support the ECOWAS Commission to understand and conceptualize more practically the challenges in the processes and reports emanating from the Member States. Africa Lead will spearhead the sensitization process and also provide capacity building support to the Non-State Actors involved.

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

The purpose of Component Three is to bring dedicated effort and focus to address Non-State Actors' (NSA) challenges in the areas of capacity, credibility and legitimate representation of different civil society and private sector constituencies in the policy process that will determine the success of CAADP and bring about the needed agricultural transformation.

The full engagement of NSAs in the policy process is essential if CAADP is to achieve the goals currently being set by the AUC and other continent-wide and regional stakeholders for its second decade. The CAADP process will provide opportunities for meaningful consultation between NSAs and government through the mutual accountability framework and JSRs. But before NSA groups can fully engage with government counterparts, they need to improve their capacity to understand and play their roles as stakeholders and partners in the policy process.

During this quarter the following activities in support of this NSA capacity building were accomplished.

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

At the CAADP Partnership Platform (PP) meeting in March, Africa Lead supported the official launch of the CAADP Non-State Actors Coalition (CNC). The launch was preceded by a two-day meeting among CNC members on key issues affecting their coalition, including presentations on the CNC's partnership with Africa Lead, the upcoming NSA mapping exercise, and an introduction to NSA roles in mutual accountability processes. The launch was well-attended with remarks from the AUC Chair, the CNC Chair (who also chairs PAFO, Pan-African Farmers' Organization and SACAU, Southern African Confederation of Agricultural Unions; CNC has determined that whoever is the PAFO chair will always be the CNC chair) and a representative of USAID's Bureau for Food Security. The PP meeting's official opening was held the following day and officials again remarked on the importance of the CNC and overall NSA engagement in rolling out the Malabo commitments at the country level toward the achievement of CAADP. The CNC gained tangible recognition during the course of the week, being formally invited to participate in the official business meeting and to send representatives to participate in the Grow Africa/New Alliance leadership council.

Africa Lead formalized its contract this quarter with Root Change, a development NGO that specializes on social innovation, to launch the NSA mapping exercise to develop profiles of this vital constituency. The team also formed the Africa Lead II-CAADP Non-State Actors Coalition joint mapping committee to guide and support this mapping effort. Staff in Ghana and Tanzania who will be engaged in the pilot mapping have begun collecting initial information which will help us launch the mapping system in those countries in the coming quarter. The Root Change contract uses an indefinite quantity-type mechanism to support rapid rollout of the mapping system in additional countries if the pilot phase proves successful.

Also as part of its efforts to strengthen the capacity of civil society organizations, Africa Lead signed a Memorandum of Understanding on the 23rd January, 2015 to partner with the **West Africa Civil Society Institute (WACSI).** WACSI will empower and build the capacity of the eleven Champions for Change networks that have been established in the region. This initiative is part of Africa Lead's effort to achieve greater impacts through empowering civil society organizations to engage more effectively on issues of food security.

Nana Asantewaa Afadzinu (left), Executive Director of WACSI and Carla Denizard (right) West African Regional Director, exchanging signed agreements. Photo credit: Africa Lead.

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

Africa Lead is also concentrating efforts on **strengthening the CNC consortium** itself. To that end, the project has engaged a consultant to support the CNC to formally organize itself toward achieving the Coalition's objectives. The consultant is assisting Africa Lead and the CNC to negotiate fiduciary arrangements between the CNC and one of its member organizations, which will allow Africa Lead to issue funds to help the CNC establish its secretariat. The consultant is also conducting an analysis of several possible locations for the CNC's permanent secretariat and will support the CNC to identify the needed steps to become officially registered in its selected location. This work will allow Africa Lead to identify key organizational development needs critical to enabling the CNC to become a strong, independent entity with a strategic focus on developing a strong country-level membership base. These members are pivotal to achieving CAADP goals and the CNC is positioned to engage and report on NSA contributions toward these goals.

Out of the eleven **networks of West African Champions** established by Africa Lead during the last quarter, nine of these networks are currently active. MOUs have been signed with the networks to provide a framework for continuous liaison with Africa Lead and the support the project has to offer. The objective of these MOUs is to enable the provision of capacity development and support to aid in the achievement of their goals and objectives.

Actions taken by the active networks include inaugural planning meetings. The Seed Producers Association of Ghana convened March 26, 2015 to formulate a uniform framework that will make it easier to determine seed prices and to guide the Grains and Legumes Development Board in its attempts to meet the needs of foundation seeds pricing. The meeting also provided the executive members of the association with credible data to assist them in negotiating seed prices for maize, rice, groundnut, soya beans and cowpea in 2015. The Fisheries Alliance of Ghana's kick off workshop (March 20-21) enabled the national executive members to deliberate on the management and implementation strategies for the main activities included in their new three-year strategic plan. In addition, representatives from six Champions for Change youth and four women's groups met on March 17 to develop plans for formalizing future networking. One consolidated youth network and one women's network respectively emerged at the end of the meeting.

Africa Lead also hosts a **grant facility designed to support non-governmental organizations and the private sector in West Africa.** The grant program is designed to achieve the ambitious goals of strengthening capacity of policymakers and policy implementers to improve food security within countries and across the region by providing direct financial support, which, in turn, can leverage local resources and those of other donors.

As of the end of this quarter, Africa Lead received 22 grant proposals and concept papers for review. Nine of these were shortlisted and the organizations requested to revise their proposals to more closely fit the program's objectives. These proposals range from activities promoting agricultural production and agro-enterprise markets, to youth and women agribusiness promotion. Requests for funding averaged around $100,000 USD per proposal. Following initial proposal reviews, the Annual Program Statement was revised to sharpen the focus on policy strengthening proposals and remove from eligibility production-related activities for funding since there are other avenues for such support. The revised submissions will be reviewed at an upcoming evaluation committee meeting.

In order to bring dedicated effort and focus to address NSA challenges in the areas of capacity, credibility and legitimate representation of different civil society and private sector constituencies, and particularly for the empowerment of women for inclusivity in the CAADP process, Africa Lead facilitated a **Women's Leadership Conference** in New Longoro in the Brong Ahafo Region of Ghana from February 20 to 21, 2015. Over 900 women attended the conference from different Christian groups and associations in the region. The critical role of women in agriculture and leadership formed the highlights of the conference. The main output of the conference is to strengthen the capacity of women and girls in effective leadership, to enhance their knowledge and skills to enable them to take charge of their farming activities, and to develop farming as agribusiness ventures.

Preparations continue for a **Réseau desOrganisations Paysannes et de Producteurs Agricoles de l'Afrique de L'Ouest /Network of Farmers' and Agricultural Producers' Organizations of West Africa (ROPPA)** rice value chain workshop in Ouagadougou, Burkina Faso. The results of the Rapid Institutional Assessment previously conducted by Africa Lead have been taken forward by the Executive Secretariat with recommendations to ROPPA's board that the needs assessment should be extended to all the key players within ROPPA. These include the regional chapters of ROPPA in other countries, the board of directors at each national level, the leaders of the thematic working groups and the leaders of the various values chains, national political leaders and the permanent secretariat of national platforms. This embrace of assessment findings by the institution and its response to expand the learning signals exactly the sort of leadership and capacity-building Africa Lead intends to inspire. Future training areas already identified by the Executive Secretariat include a "farmers university" training on governance, value chains (rice, fisheries, animal husbandry, cereals), advocacy and the regional market for agricultural products, and the development of a business forum, Economic Mission for the Farmer Organizations, to support the exchange of raw materials and regional funds.

The Africa Lead SPEED team developed the scope of work for the new legal entity established by the **National Fertilizer Forum: "*Associação Moçambicana para Promoção do Uso de Fertilizantes*" or Mozambican Association for Fertilizer Use Promotion**. The tasks identified for the Forum include analysis of current tax rates and cost buildup in fertilizer pricing across the domestic value chain of fertilizers in order to determine the main barriers to trade in fertilizer and propose measures to reduce the fertilizer price by at least 10%.

The private sector in Mozambique more broadly continues to actively participate in constructive dialogue to seek solutions to overcome agribusiness challenges such as insurance and managing risk. By the end of 2014, 41 companies had signed Letters of Intent (LOI) under the New Alliance initiative. The Africa Lead/SPEED team, Grow Africa and the LOI companies held the third Business Advisory Working Group (BAWG) meeting in February 2015. The new Ministry of Land indicated its interest in specifically assisting these companies. The banking sector is now aware of the constraints that the private sector is facing and is considering creating products that meet the needs of the private sector while reducing the risk to the financial sector.

TASK 3.3: FACILITATE NSA SUPPORT TO CAADP OBJECTIVES

The 11th meeting of the Comprehensive Africa Agriculture Development Program (CAADP) Partnership Platform (PP), held in Johannesburg, South Africa from March 25 to 26, 2015, was themed "*Walking the Talk: Delivering on Malabo Commitments on Agriculture for Women Empowerment and Development*". The meeting centered on the commitments made in the AU Malabo Declaration on Accelerated Agricultural Growth and Transformation for shared prosperity and improved livelihood at the 23rd African Union Ordinary Session of the Assembly of Heads of State and Government, in Equatorial Guinea last year. The two-day CAADP PP, brought together African and global leaders from a number of international organizations, African Governments including parliamentarians from select countries, private agribusiness firms, farmers, NGOs and civil society organizations. A communiqué has been drafted for circulation to member states and the donor community.

As part of Africa Lead's support to NSA engagement with CAADP goals, Africa Lead delivered a presentation during the CNC launch preceding the CAADP/PP convening and worked with CNC members facilitating an extended Q&A session, as well as conducted a training for them on Mutual Accountability/Joint Sector Review (MA/JSR). The presentation was a combination of MA/JSR sensitization, explanation of pathways for NSA engagement in the process, and update on progress to date in AUC/ NEPAD Planning and Coordination Agency /RESAKSS/Africa Lead efforts to strengthen the JSR process in partnership with18 African countries.

Members of the CNC at the launch. Photo Credit: Grace Musimami

During a separate session, Africa Lead led a group exercise for CNC members focused on: (a) developing initial action items for stronger NSA engagement in JSRs in the countries in which CNC members currently work, and (b) brainstorming NSA commitments to agriculture sector development to match up with publicly articulated government, private sector, and donor commitments. As part of this group exercise, Africa Lead discussed with Uganda- and Zambia-based CNC members their strong interest in having Africa Lead design and deliver country-level NSA capacity building on MA/JSR. We will follow up on this item in the next quarter.

The main output of the 11th CAADP Partnership Platform—the first CAADP PP since the Malabo Declaration—is designed to help shape how **resolve will be translated into action, results and impact.** The PP helps build a shared understanding of country and regional needs and expectations of members for rolling out the Implementation Strategy and Roadmap including launching efforts to form technical partnerships to align with and support implementation. CAADP faces new implementation challenges that require new partnerships, including partnerships to integrate major initiatives and flagship efforts that are now in place making contributions to the areas and targets of the Malabo Declaration. Tapping these efforts is key to early success in achieving results and impact. The PP also plays a key role in understanding what the systemic institutional and policy changes are that are being targeted to increase the efficiency, effectiveness and sustainability of development efforts. This PP was an important milestone to help shape actions to advance vital commitments around cross cutting issues such as gender, inclusiveness, regional trade, entrepreneurship development and youth employment.

KNOWLEDGE MANAGEMENT, LEARNING AND COMMUNICATIONS

Underpinning Africa Lead ‘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 culls and disseminates lessons to solving complex problems and implementation challenges resulting from our locally-driven, evidence-based interventions in support of the CAADP.

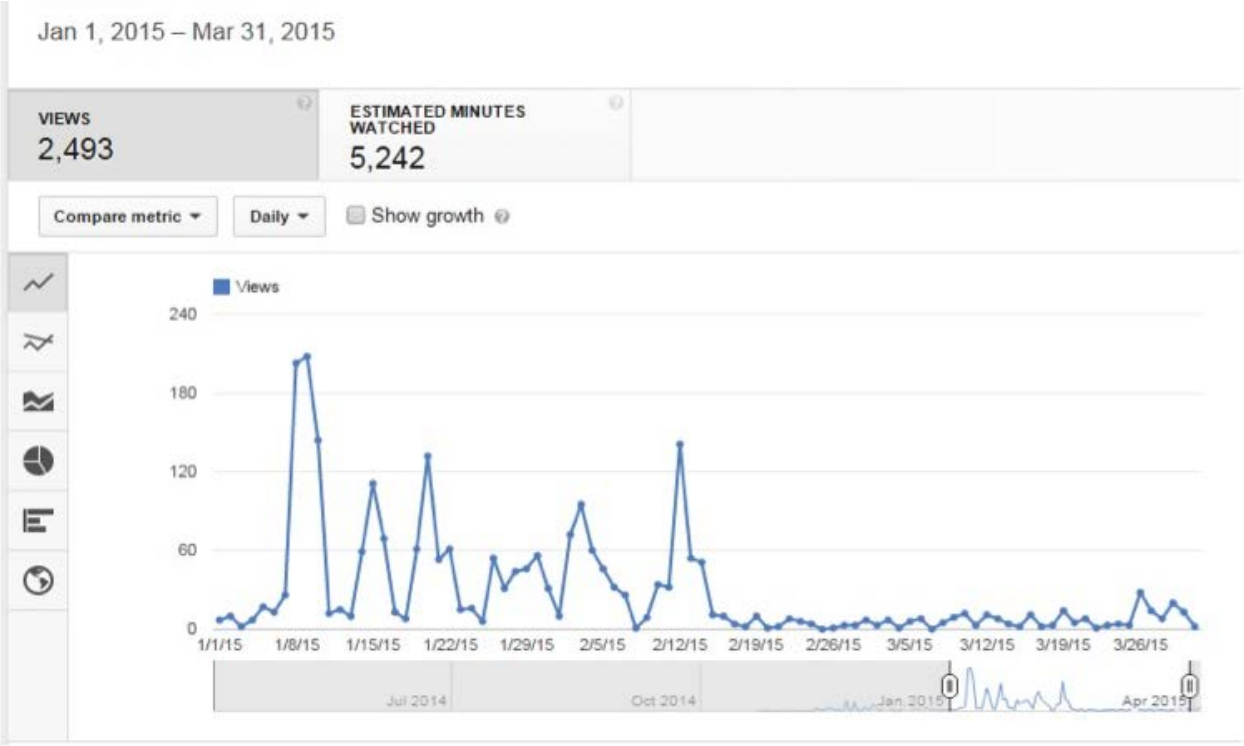
TASK 1: BUY-IN SERVICES

The Africa Lead team continues to focus part of its outreach on deepening social media networks. During this quarter, the team continued to upload and manage content for all Africa Lead social media platforms, including Facebook, Flickr and Vimeo.

A video celebrating the Mandela White House Fellows (formerly known as Young African Leaders Initiative or YALI Fellows) and the specialized Champions for Change training created for them by Africa Lead was developed and edited this quarter. Its release is planned for April.

Africa Lead SPEED continues to actively engage with social media (Facebook, LinkedIn and Twitter) to disseminate information about policy change issues, including a series of blogs “driving” interested parties to the website where they can access documents around relevant policy issues. The SPEED Facebook site had 8,107 followers on at the end of the reporting period, over 500 connections on LinkedIn and 67 followers on Twitter. The main focus of the program’s social media activities has been Facebook since this is the most commonly used by Mozambicans. On Facebook up to 30,000 people saw posts.

SPEED continued to promote the Agro.Biz content this quarter. Transcripts of real life case studies and mini documentaries were prepared, with English subtitles in process. The films will then be added to SPEED's YouTube channel. The following graph shows traffic to SPEED's YouTube channel over the reporting period. This is expected to increase as the videos are made available on SPEED's site and then promoted with English subtitles.



TASK 2: PROGRAM SERVICES

The team refreshed core communications products in this quarter such as brochures and basic content templates to remain reflective of Africa Lead's current array of activities.

Given the inherent interdependency between improved agricultural policy and agribusiness development in the mandate and structure of Africa Lead, the team is examining current Africa Lead partnerships for models to frame the practice of leveraging new resources. Africa Lead is not structured in a manner that allows the team to broker "deals" in the customary way USAID's Global Development Alliance business model is designed to operate. The Mission buy-in nature of the project creates unevenness in priorities and pacing country-by-country. Thus the opportunities to foster business relationships with non-traditional partners from the private sector and private philanthropy need to be created anew in each country.

On the other hand, the emphasis on private investment and private sector partnerships that runs through the CAADP agenda, and is promoted by the New Alliance, Grow Africa, World Economic Forum and others does present Africa Lead opportunities to explore matchmaking of its Champions networks and on-site internships with prospective commercial partners. Africa

Lead has prepared and distributed a draft Leveraging Guide for comment across the team to build capacity for seizing such opportunities.

Africa Lead is also looking ahead to Year 3, applying lessons from the active first half of Year 2. Aware that the transition from Year 1 to Year 2 was more gradual than the team anticipates the upcoming transition to be, the team is developing timelines and pipelines of reflections on programming and operations now for Year 3 work planning.

MONITORING & EVALUATION

In this reporting quarter Africa Lead began to examine how the project's multi-level support for results-oriented practice by government, producers and agricultural programs aligns with the over-arching goals of the Bureau for Food Security (BFS) within USAID. BFS has established three main areas of agriculture policy change that the Bureau and agriculture/food security projects in supported countries are undertaking and will continue to support:

Policy Change—Specific policies that evidence has shown need to be addressed in order for progress to be made in agricultural productivity and food security at national, regional and continental levels.

Systems Change – Changes in how things are done, how policy is established, evaluated, refined and changed, and in how institutions and mechanisms of sectoral governance are designed and perform.

Next Gen Policy Change – Laying the foundations for the next generation of policy change. What needs to be done to achieve policies that are much more nuanced and susceptible to rapid change based on evidence and knowledge?

Of these three main Change areas that the Bureau is focusing on and will use to assess the impact of their support around the world, the second one, **Systems Change**, is most pertinent to Africa Lead, and is where BFS will look heavily to Africa Lead to tell the story and provide the evidence of effect and impact.

There are four systems change "elements" the Bureau has determined to be central to achieving lasting improvements in systems or structures by which policy is formulated, reviewed and refined. These are the elements that need to guide the work and measurement of impact of Africa Lead since Africa Lead is designed to build capacity and to strengthen processes of individuals, institutions and networks of both. The four systems change elements are:

- **Evidence-based planning** – The extent to which policy, legislation, regulations and programs are informed by recognizable, objectively verifiable and reliable sources and processes for gathering relevant evidence or data pertinent to agriculture and food security challenges.
- **Mutual accountability** – The extent to which stakeholder groups seeking to improve food security conditions clearly articulate their actions and hold themselves and each other accountable for achieving objectives and learning from achievements and mistakes.
- **Coordination and inclusiveness** – The extent to which government ministries, departments and agencies that play the major role in structuring and governing the agriculture sector coordinate their efforts towards broadly shared (CAADP National

Agriculture Investment Plan, NAIP) goals, and the extent to which all stakeholders believe they have and actually do have a formalized and practical role in policy development.

- **Policy Plans/Institutions** – The extent to which policies are articulated, prioritized and widely shared and the extent to which institutions are organized, equipped, staffed and trained to implement the policies and programs that have been prioritized.

Africa Lead will seek to align our reporting and our indicators to these four while remaining organized by the differently-organized three Components—Capacity Building; Policy; and Non-State Actors. The discussion of the alignment with Africa Lead's own monitoring and measuring of impact on these systems will continue most specifically in preparation for Year Three planning which Africa Lead will start in the coming quarter.

The M&E accomplishments for this quarter are highlighted by task as follows.

TASK 1: ESTABLISH BASELINES AND PERFORMANCE TARGETS

In the reporting quarter Africa Lead revised/refined existing M&E tools for use for program activities implemented during the quarter. In particular, as Africa Lead absorbed the Mozambique SPEED project, the team aligned the Africa Lead and SPEED M&E plans and updated the Africa Lead PMP to reflect an integrated set of indicators. Incorporating additional feedback on the PMP, the team revised the Africa Lead PMP, which was submitted in January for USAID's approval.

The team also provided M&E inputs to Mission buy-in program scope of works. In addition, such as the M&E input provided to the Senegal buy-in program activities.

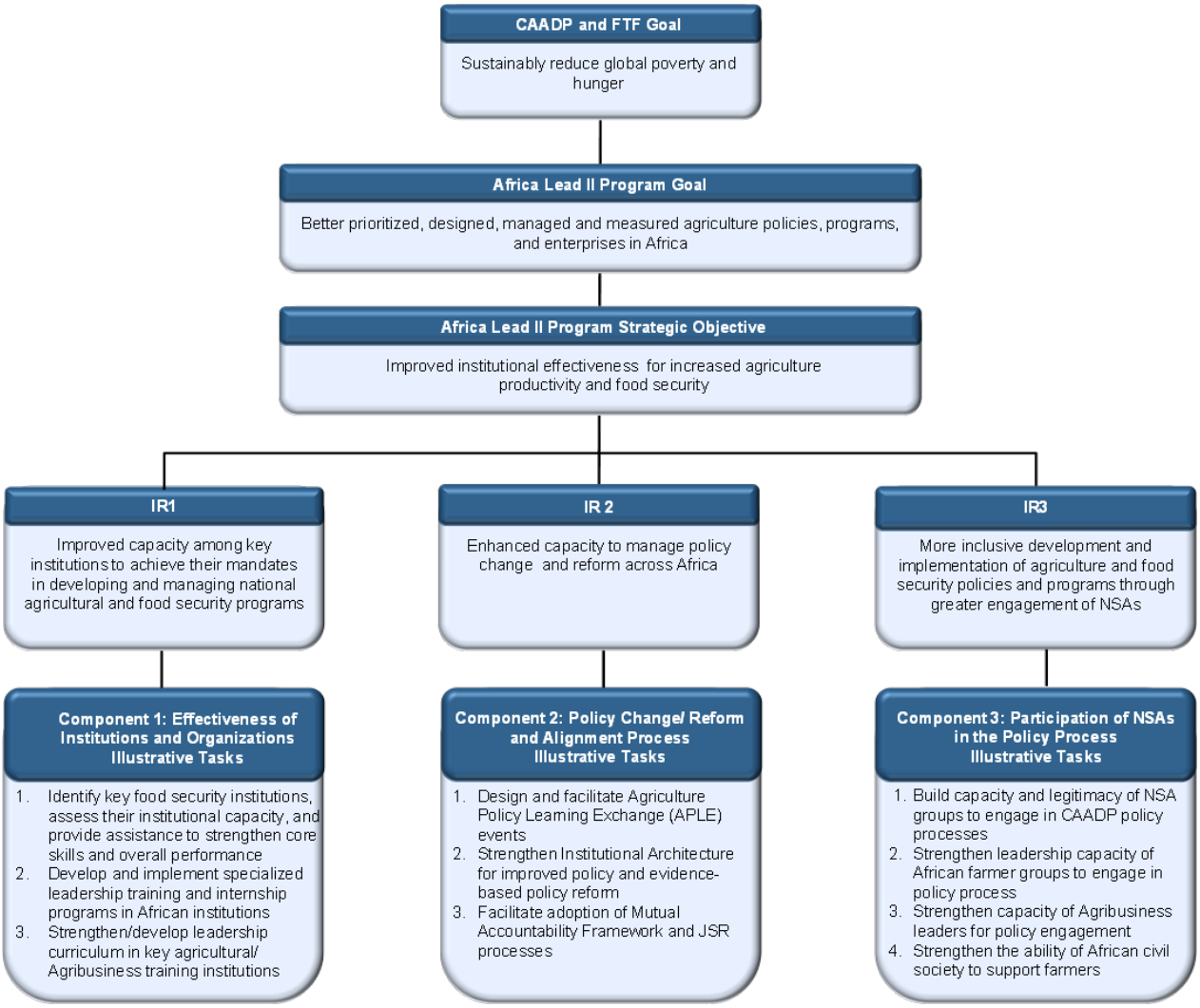
TASK 2: CONDUCT DATA COLLECTION AND ANALYSIS

The Africa Lead team worked on developing new tools for customized and refined data collection of Africa Lead organized events in the quarter. During this quarter, the team routinely collected quantitative and qualitative data through record keeping, pre- and post-tests and event feedback surveys, conducted analysis and prepared reports.

TASK 3: PARTICIPATE IN COMPLEXITY-AWARE MONITORING PILOT

The Complexity-Aware Monitoring is an initiative from USAID that addresses multi-layered projects such as Africa Lead. The pilot has undergone some rethinking by USAID and thus no activity has been accomplished in the quarter. Consultation to restart the pilot is scheduled for the next quarter.

ANNEX I: AFRICA LEAD II RESULTS FRAMEWORK



ANNEX II: INDICATORS PERFORMANCE TRACKING TABLE (IPTT)[1]

#	Indicator Type	Indicator	Y2 Target	Y2 Achieved by Quarter				Y2 Achieved	LOP	
				Q1	Q2	Q3	Q4		Target	To date Achieved
Africa Lead II Goal: Better prioritized, designed, managed and measured agriculture policies, programs, and enterprises in Africa										
G1.1	Impact (FTF 4.5-3)	Percentage of agricultural GDP growth	NA	-	-				NA	-
G1.2	Impact (FTF 4.5-12)	Percentage of national spending allocated to agriculture	NA	-	-				NA	-
G1.3	Impact	Percentage change in private sector investment in agriculture	NA	-	-				NA	-
Africa Lead II Strategic Objective: Improved institutional effectiveness for increased sustainable agriculture productivity and food security										
SO1.1	Outcome	Number of countries implementing prioritized and coordinated action plans based on their NAIPs	NA	-	-				NA	-
SO1.2	Outcome	Percentage of countries with improved year over year "Ease of Doing Business in Agriculture Index" ranking (BBA)	NA	-	-				NA	-
Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs										
1.1	Outcome	Percentage of individuals trained in leadership/management techniques who apply new knowledge and skills acquired	60%	78%	97%[2]				75%	90.5%
1.2	Output (FTF 4.5.2-7)	Number of individuals receiving USG supported short-term agricultural sector productivity or food security training	1,310	270	130				4,680	615
		% Women	35%	57%	39%				35%	39%

[1] Not all Africa Lead II Goals, SOs or IR indicators are measured quarterly or annually and are included here for completeness only. Life of Program (LOP) targets are indicative and subject to significant changes depending on Mission's buy-ins.

[2] This is from 6-month follow-up surveys conducted in March 2015 via SurveyMonkey for the three trainings provided in the last quarter of FY2014.

#	Indicator Type	Indicator	Y2 Target	Y2 Achieved by Quarter				Y2 Achieved	LOP	
				Q1	Q2	Q3	Q4		Target	To date Achieved
1.3	Outcome	Percentage of institutions/organizations that show overall improvements in organizational capacity assessments and performance index	35%	-	-				65%	-
1.4	Output	Number of organizational/institutional capacity assessments completed with support from AL II	14	7	3				59	13
1.5	Output	Number of knowledge products generated with support from AL II	10	3	1[3]				75	10
1.6	Output	Number of food security-related events supported by AL II	52	16	26[4]				210	86
1.7	Output	Number of participants attending food security related events supported by Africa Lead II	3,540	996	1,856[5]				9,100	5,081
		% Women	35%	40%	61%				35%	44%
1.8	Output	Number of organizations at the national and regional level receiving technical assistance under AL II	20	11	13				48	20
1.9	Output	Number of organizations/institutions supported by AL II	391	242	495				913	916
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	-	-				TBD	-
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	-	-				TBD	-
2.3	Output/ Outcome (FTF 4.5.1-24)	Number of agricultural enabling environment policies completing the following processes/steps of development as a result of USG assistance	25	-	14[6]				25	14
		Analysis		-	5					5
		Consultation		-	12					12
		Drafting/revision		-	3					3
		Approval		-	1					1
		Implementation		-	-					-
2.4	Output	Number of countries receiving Africa Lead II assistance	15	6	7[7]				20	12

[3] A banner produced in West Africa highlighting the three Africa Lead Components.

[4] This figure reflects the number of food security events (training, workshops, conferences, meetings).

[5] This figure reflects the number of participants who attended the food security events that Africa Lead supported during the quarter.

[6] The actual for the quarter represents nine SPEED and five Africa Lead policies.

[7] In this reporting period, Africa Lead worked with Burundi, Kenya, Ghana, Nigeria, Rwanda, Senegal and Tanzania.

#	Indicator Type	Indicator	Y2 Target	Y2 Achieved by Quarter				Y2 Achieved	LOP	
				Q1	Q2	Q3	Q4		Target	To date Achieved
2.5	Output	Number of countries with completed IAAs that are validated in stakeholder workshops	3	1	-				TBD	1
2.6	Output	Number of JSR workshops conducted/facilitated	10	-	-				TBD	6
Intermediate Result 3: More inclusive development and implementation of agriculture and food security policies and programs, through greater engagement of NSAs										
3.1	Outcome (FTF 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	47	-	-				188	-
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	201	155	69				534	260
3.3	Output (FTF 4.5.2-27)	Number of members of producer organizations and community based organizations receiving USG assistance	975	457	422				2,502	1,021
		% women	35%	85%	85%				35%	85%
3.4	Outcome	Percentage of countries that have NSAs actively participating in JSR Steering Committee	30%	-	-				TBD	-
3.5	Outcome	Percentage of countries that have women's organizations actively participating in JSR Steering Committee	30%	-	-				TBD	-
3.6	Outcome	Percentage of NSAs that report satisfaction with their JSR participation	30%	-	-				TBD	-
3.7	Outcome	Percentage of policy commitments adopted by AU and national governments that are informed by CAADP NSA's policy agenda	20%	-	-				36%	-
3.8	Outcome	Percentage of constituents represented by agriculture-focused NSAs participating in the JSR process	30%	-	-				70%	-