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

WORKPLAN YEAR ONE: October 1, 2013 –
September 30, 2014

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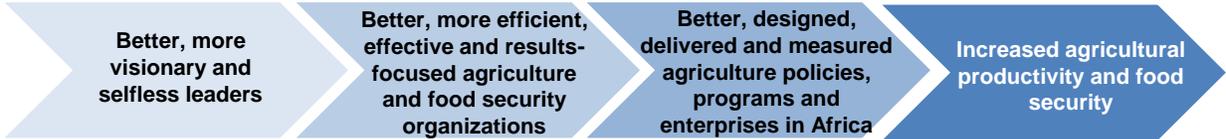
INTRODUCTION AND BACKGROUND

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 total funding amount of \$69,998,758. Other core members of the Consortium include Winrock International, the Training Resources Group (TRG), and Management Systems International (MSI).

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 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 II will build 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 Figure 1, the pathway for the intended impact is straightforward.

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



This is the work plan for the first year (October 1, 2013 – September 30, 2014) of the five year Africa Lead II program.

STRATEGIC OVERVIEW AND APPROACH

STRATEGIC OVERVIEW

Under the aegis of CAADP, African countries, Regional Economic Communities (RECs) and the African Union Commission (AUC) itself have been working to establish the institutional architecture, policies, programs and mutual accountability frameworks to foster transformation of the agriculture sector at the continental, regional and country levels.

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

Africa Lead II is guided by the understanding (“theory of change”) that better prioritized, designed, delivered, run 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 will play in this process will be as a catalyst for the 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. Africa Lead II will, in particular, build upon the “community of practice” of Champions for Change – a “leadership brand” of agriculture change agents, increasingly recognized within Africa, who have the skills, 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. But what will distinguish Africa Lead II will be 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. To deliver training and capacity building support Africa Lead II will also use its network of highly trained and experienced regional African trainers and other service providers.

OVERALL APPROACH

Under Component One, trained and networked Champions working in key institutions upon which agricultural transformation will depend – agriculture research institutions, policy-making institutions, regulatory bodies, farmer-based organizations, business associations and civil society organizations – will facilitate their transformation into increasingly innovative and results-oriented institutions. These will be organizations that have the systems, structure and staff to critically analyze policies and programs to determine whether desired impacts are being achieved and to adjust policies and programs for maximum impact. In addition to their change agent roles in their formal institutions, Champions for Change will create strong networks or Communities of Practice that serve as peer review and mutual accountability processes.

Under Component Two, the policy process will become increasingly professionalized and evidence-based, thus illuminating proposed policies and the impact of existing policies (nature of impact, type and nature of unintended consequences, etc.). Component 3 activities complement those of the other two components by ensuring greater inclusiveness and therefore greater perspective and richness in the policy process, which can ensure that policies undertaken are more likely to draw upon the perspectives of the variety of stakeholders and interest groups. By combining strengthened institutions with more clearly articulated policy agendas and procedures for ensuring effective mutual accountability and feedback, the Component activities will collectively lead to better policies and programs and a stronger likelihood of achieving CAADP and FTF goals.

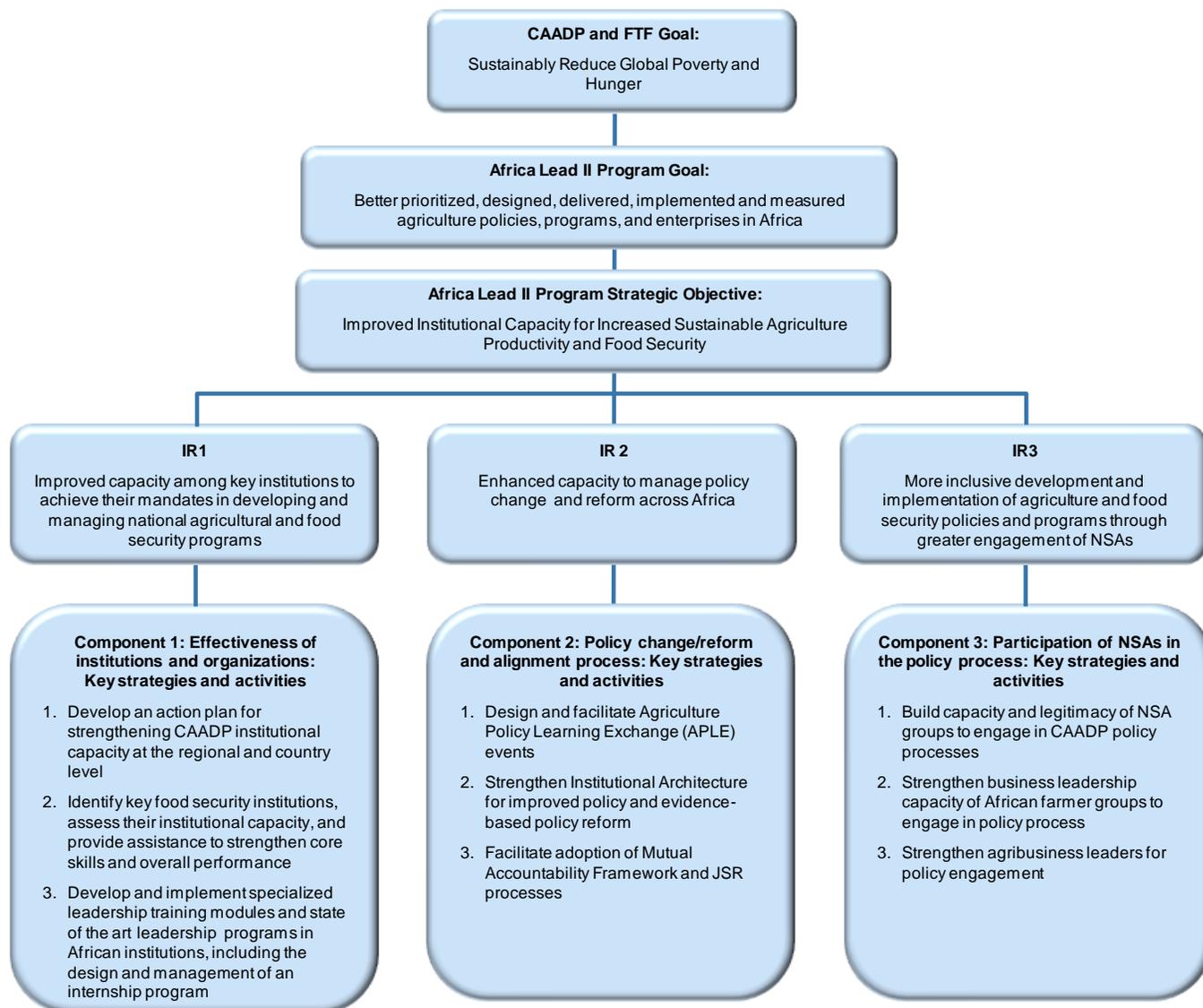
The core team of complementary and highly experienced development organizations that worked under Africa Lead I remains largely intact and will increasingly add regional and national organizations to the Consortium so as to ensure sustainability of capacity, scalability of effort and leveraging of resources applied to agriculture and food security. As the lead awardee, DAI is an experienced manager of large, complex and geographically far-flung programs. Winrock International, a subawardee responsible for leading the East and Southern Africa regional office, is also deeply experienced in program management in East Africa and has had substantial experience in leadership capacity building, especially for women leaders. Training Resources Group (TRG) brings to bear world leadership in experiential and adult training, which was largely responsible for the deep resonance of the Champions for Change curriculum. And Management Systems International (MSI Worldwide), with its deep Organizational Change and Institutional Development expertise, complements the experiences of the other core partners.

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

- Component One: Establishing and Improving Effectiveness of Institutional and Organizational Architecture for African-Led Agricultural Transformation.
- Component Two: Strengthening Capacity to Manage and Implement the Policy Change and Alignment Process.
- Component Three: Promoting the Effective Participation of Non-State Actors¹ (NSAs) in the Policy Process and Providing Capacity Strengthening Support when Necessary.

¹ In the context of this program, we use the term non-state actors to refer to individuals or groups representing civil society and/or the private sector.

FIGURE 2: AFRICA LEAD II RESULTS FRAMEWORK



AFRICA LEAD APPROACH TO CAPACITY BUILDING

Africa Lead II's work in each of these components will require the implementation of capacity building initiatives to strengthen the abilities of leaders and organizations to design, deliver and measure agriculture policies, programs and enterprises. The purpose of Africa Lead II's initiatives is to help leaders and organizations to realize their potential to increase agricultural productivity and food security in Africa. The Africa Lead II team will have to engage with leaders and organizations across many sectors which include government, civil society, the private sector and associations – and also across many special interest groups and populations such as farmers, researchers, women, youth and many others. The inclusion of and cooperation among a broad spectrum of agriculture sector stakeholders will be critical to the program's success.

There are many approaches to capacity building, yet no universally accepted definition of capacity building as a term. It is generally agreed, however, that capacity building should be a collaborative effort that contributes to the long-term sustainability of institutions and policy review processes. Africa Lead II is committed to using proven capacity building strategies that have the greatest potential to cement the sustainability regional and national organizations and institutions. We will implement the Africa Lead II capacity building approach in accordance with the Paris Declaration which emanated from the March 2005 High Level Forum on Aid Harmonization. This declaration expresses the resolve of a group of major multilateral and national donor organizations comprised of the EU, OECD, multilateral financing institutions, UN agencies and several non-OECD countries including Russia, India and China to work together as they provide support, and to work in accordance with the leadership and the policy priorities of the partner countries receiving support . The primary components of the Paris Declaration are:

- Ownership: 'Partner countries exercise effective leadership over their development policies, and strategies and coordinate development actions.'
- Alignment: 'Donors base their overall support on partner countries' national development strategies, institutions and procedures.'
- Harmonization: 'Donors implement common arrangements and simplify procedures.'
- Managing for Results: 'Managing resources and improving decision-making for results.'
- Mutual accountability: 'Donors and partners are accountable for development results.'

The Africa Lead II team has learned, through many years of collective experience and research, that both the selection process for identifying capacity building recipients and the capacity building processes are critical to success. We will use an approach that begins with the identification of leaders and institutions that represent the greatest potential for contributing to and achieving the transformation of African agricultural policies and practices. We will also use capacity building mechanisms that have the greatest potential for achieving sustainable results. Based on our experience and research, the Africa Lead II team will adhere to the following guiding principles as we deliver capacity building:

1. When choosing partners (capacity building recipients), look beyond mere technical capacity and also consider the organizational leadership's track record in adaptive capacity and strategic planning. Examine the governance structure for flexibility and support of strategic leadership. Choose partners that are self-motivated and primed to be grown for sustainability.
2. Combine training and networking events with interventions that support the application of relevant skills, which bring about change in individual and organizational attitudes and practices and which encourage and support the completion of action plans. Training workshops and networking events can be beneficial, but only when systematically followed through. Isolated training and networking events have limited potential for contributing to long-term capacity building and sustainability. Comprehensive and coordinated interventions such as coaching, mentoring, organizational development, consultation, internships and the Rapid Results Approach to project implementation have the potential to achieve long-term results.
3. Incorporate social enterprise/income generation strategies as a component of all capacity building initiatives, with built-in accountability structures.
4. Create cascading capacity building processes, such that organizations serving in oversight roles of subcontractor/sub-grantee partners will provide tailored capacity building support to the needs of these entities.
5. To the extent possible, provide technical direction to government agencies to enhance their capacity to design and manage sophisticated agricultural productivity programs.

Through the Africa Lead I Program, we experienced success using capacity building mechanisms that included training, networking events, consultation, the Rapid Results Approach and internships. These are viable mechanisms for Africa Lead II. In addition, we propose to use other capacity building mechanisms which will include but not be limited to coaching and mentoring, technical assistance consultation and organization development consultation.

PROGRAM DESCRIPTION

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. We begin and end with overall program and operational start up tasks and in between we identify the program tasks that Africa Lead II will undertake during this year. The time horizon for this work is the first year of the program, i.e., from October 1, 2013 to September 30, 2014.

It merits emphasizing here that the specific nature and level of these activities will depend on buy-ins from interested USAID operating units—bureaus, offices, and regional and bilateral missions. Specific outputs and deliverables will generally be established when buy-in scopes of work are developed. Initial targets for activity deliverables will be established in the forthcoming Monitoring and Evaluation (M&E) Plan.

CONSULTATION, SENSITIZATION, AND ESTABLISHING PROGRAM OVERSIGHT AND START UP

Africa Lead II builds on the Champions, regional trainers and knowledge from Africa Lead I, but as a more mature capacity building program, Africa Lead II must take a much more holistic and strategic approach to building capacity for agricultural transformation. Consequently, where Africa Lead I began its work with a pre-determined training curriculum on leadership development, change management, and CAADP sensitization that was to be rolled out to 100 agriculture Champions in each of the participating FTF countries and regions, Africa Lead II will determine from the ground up, what the specific capacity building needs of key institutions are before providing any training, technical assistance or other forms of capacity building. This section of the workplan describes the steps Africa Lead II will take to integrate its work into the core work stream of the AUC's Department of Rural Economy and Agriculture (DREA) on CAADP. It will also explain: how an Advisory Group will be designed and set up to provide guidance to Africa Lead II; the approach Africa Lead II will take to select those institutions – and key reforms or changes within them- that are most critical to achieving agricultural transformation and increased food security on the continent; and the high level actions that will be taken to start up the program.

TASK 0.1: CONSULT WITH BILATERAL AND REGIONAL USAID MISSIONS

During the first six months of the program, the Africa Lead II Team will work in partnership with the AOR to consult with bilateral and regional USAID Missions in order to market Africa Lead II and generate buy-ins. Some buy-ins will be driven by marketing to Missions in their host country, whereas other buy-ins may be committed at the December 2013 AUC meetings during which USAID Mission staff from all across Africa will congregate in Addis Ababa for a week. Many of the tasks and activities articulated in this workplan are dependent on Mission buy-ins and hence illustrative. Before Mission buy-ins are known, a comprehensive and detailed vision of Africa Lead II results in Year One is difficult to formulate.

In marketing Africa Lead II to Mission staff, the program team will encourage our Mission partners to develop multi-year workplans with Africa Lead II, laying out a medium- to long-term

vision for Africa Lead II's role in helping Missions achieve their FTF objectives. Additionally, we will work to ensure that all Mission buy-ins have a GDA strategy for leveraging additional funds of in-kind resources. Africa Lead I was committed to leveraging resources through a variety of avenues, from internship arrangements to the embedding of technical experts in food security institutions through a cost-sharing arrangement. Africa Lead II will build on the predecessor program's track record of leveraging by aligning program activities in a way that overlaps with the interests of private sector partners and other types of program partners, thus opening the door for opportunities to leverage outside resources.

Task outputs:

- Meetings held with bilateral and regional USAID Missions focused on generating Africa Lead II buy-ins.
- For Missions that do buy-in, workplans are developed with multi-year horizons and leveraging strategies.

TASK 0.2: CONSULT AND COLLABORATION WITH FOOD SECURITY SUPPORT ORGANIZATIONS AND PROGRAMS

There are a large number of organizations and programs engaged in capacity building for improved food security in Africa, and Africa Lead II recognizes the need to understand where and how they are engaged so as to make sure that the program's work complements, strengthens and scales existing efforts. Consequently, starting from the first weeks of the program Africa Lead II will engage with other actors at the continental, regional, national and sub-national levels. At the continental level these will include programs such as the Africa-wide Food Security Policy Program (FSP, also known as the Food Security Policy Innovation Lab, led by MSU, IFPRI, and University of Pretoria) and the Regional/National Strategic Analysis and Knowledge Support Systems ReSAKSS/SAKSS) support programs (IFPRI-led). Africa Lead II will also consult with, learn about and to the extent it is feasible, collaborate with programs at the regional and country levels. This process will involve consulting with the USAID AOR on recommended programs to consult with, and having meetings with other program staff in cases where there are clear areas of overlap or complementarity. Once areas of possible collaboration are identified –such as a joint review with IFPRI and possibly the FSP Program of policy process and analysis assessments- the specifics of collaboration will be worked out in subsequent meetings and exchange of SOWs that spell out the nature of the joint activities. Throughout this process, Africa Lead II managers will consult with the Africa Lead II AOR to ensure her approval.

Task outputs:

- Exhaustive consultation (in person or conference calls) with continental, regional and national donor programs working in agriculture and food security capacity building
- Matrix of donor programs working in agriculture and food security capacity building (periodically updated)
- Formal documents on nature of collaboration with two key continental, regional or national programs

TASK 0.3: ESTABLISH AN AUC-USAID-LED PROGRAM ADVISORY GROUP

Africa Lead II, in order to have a lasting impact, will need to become more fully owned by the AUC. Consequently, the program will seek to develop a Program Advisory Group (PAG) co-chaired by the AUC and USAID. The PAG will provide strategic guidance to Africa Lead II throughout its life to ensure that the initiatives undertaken by the program are aligned and supportive of the strategic thrusts of AUC CAADP. Africa Lead II, in consultation with the program AOR, will secure AUC agreement to serve on the PAG and develop a draft TOR for the PAG, including the organizational structure, membership, purpose, and nature/frequency of PAG meetings.

Initial thinking is that the AUC’s DREA along with the program’s AOR will serve as PAG co-chairs, and that other PAG members will include REC representatives, USAID/East Africa and USAID/West Africa representatives, a continent-level civil society representative from a civil society organization such as FANRPAN or the CAADP NSA Task Team, and representatives from the private sector and farmer-based organizations. The Africa Lead II PAG would meet twice annually, preferably around pre-existing meetings such as the CAADP Business Meeting and the CAADP Partnership Platform. The first meeting would be a review of the past year’s implementation, and approval of the Africa Lead II workplan for the coming year. Six months after the first meeting there would be a mid-year review of workplan implementation. Because of the heavy load of AUC Year of Agriculture (YoA) events, PAG meetings that are considered core outputs for this task will likely not occur until the second year.

Task outputs:

- Establishment of an Africa Lead II PAG structure and approach complete with membership lists and guidelines for meetings and deliberations.

Estimated Budget for Consultation, Sensitization, and Establishing Program Oversight

Consultation, Sensitization, and Establishing Program Oversight		
Programmatic Technical Support During Start Up	\$ [REDACTED]	Technical Start Up Support • Work planning • Buy in Prep • Kick off meetings

For a complete snapshot of the Africa Lead II Year One Budget, please refer to Annex One at the end of the document.

COMPONENT ONE: ESTABLISHING AND IMPROVING EFFECTIVENESS OF INSTITUTIONAL AND ORGANIZATIONAL ARCHITECTURE

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 planning, analysis, and decision-making capacity shortcomings; (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 take to make tough decisions and guide the process through to completion.”² Target institutions will include policy-making and policy-implementing government ministries, departments and agencies, non-governmental organizations, farmer-based organizations, private sector enterprises and associations, and the media.

Under Africa Lead I, a large number of institutional assessments were conducted (see text box at right). These assessments covered a wide range of national CAADP coordination committees, RECs, agricultural research institutes, and national food security organizations. Through this process, Africa Lead I was able to experiment with different assessment approaches and hone several institutional assessment methodologies. As a result of this learning we are well-positioned to continue the assessment process and begin developing capacity-building programs to address institution-specific constraints. Some of the primary capacity building needs identified under Africa Lead I include: strategic and operational planning; performance monitoring and results-based management; evidence-based analysis; stakeholder outreach, communication and coalition building; and the management and coordination of national-level multi-sectoral food security initiatives.

One model for how to proceed under Africa Lead II is the assistance provided to the Permanent Interstate Committee for Drought in the Sahel (CILSS) and the West and Central African Council for Agricultural Research and Development (CORAF) in West Africa under Africa Lead I. The

List of Institutions for which Africa Lead I has conducted capacity assessments:

- Tanzania Agriculture and Food Security Investment Plan (TAFSIP) Steering Committee
- Ghana METASIP Steering Committee
- CILSS
- Tanzania Horticultural Association
- CORAF
- 9 South African resources institutions
- 4 ECOWAS institutions
- Uganda Min of Agriculture meta-assessment
- 20 Agricultural Institutions in Northern Ghana
- COMESA/ ACTESA (2 Rounds)
- Ethiopia & Rwanda CAADP NAIPs Case Study
- Savannah Agriculture Research Institute (SARI), Ghana
- Nigeria Agriculture Transformation Agenda
- Niger HC3N Capacity Assessment
- Agriculture Policy Institutional Architecture and Process Assessments (7 countries)

² USAID Africa Lead II Request for Application Program Description.

West Africa Capacity Building Bridge Programs for CILSS and CORAF began in early 2011 with institutional assessments of both organizations. Following the completion of these assessments, detailed capacity building plans were presented to USAID/West Africa. These plans were based on the assessment results plus an iterative dialogue with CILSS and CORAF to determine how to best address the findings of the assessments and improve organizational skills and performance. An eighteen-month capacity building plan was then developed specific to each institution – the CILSS and CORAF Bridge Capacity Building Program. This program has provided extensive training and assistance in the areas of strategic planning, strategic communication, database management, personnel management, and monitoring and evaluation, among other topics. Our plan under Africa Lead II will follow the model developed for CILSS and CORAF, and will build on the institutional assessment process to develop, deliver and measure capacity building strengthening for key African food security organizations.

Our Component One tasks and activities are detailed below. Work plan items are structured as per principal tasks and the activities that will be undertaken under each task.

TASK 1.1: DEVELOP AN ACTION PLAN FOR STRENGTHENING CAADP INSTITUTIONAL CAPACITY AT THE CONTINENTAL, REGIONAL AND COUNTRY LEVEL

CAADP contains a complex agricultural transformation agenda and its success is dependent upon a high level of institutional performance. A significant focus of this task will be conducting assessments of regional and national institutions and country coordination efforts that are central to the achievement of the CAADP agenda. This includes formal institutions, such as ministries of agriculture, but also includes networks of actors, such as food security coordination committees and coalitions or groups of civil society organizations.

Activity 1.1.1: Support stocktaking and consultation for “10 Years of CAADP” retrospective

The African Union Commission (AUC) is designating 2014 as the “Year of Agriculture and Food Security in Africa.” In addition to the 2014 Year of Agriculture initiative, 2013 marks the 10th anniversary of the CAADP Framework which is designed to stimulate and rally Africa’s own resources and commitments to drive continent-wide growth of the agriculture sector. CAADP’s 10th anniversary and the 2014 Year of Agriculture initiative provide an excellent opportunity to take stock of CAADP’s progress and to consult on the approaches needed for the next 10 years. With this in mind the AUC, in conjunction with the NEPAD Planning and Coordinating Agency (NPCA), is convening a CAADP National Agriculture Investment Plan (NAIP) meeting entitled “CAADP 10 years on: Stocktaking of Country Level Implementation and Donor Alignment and Consultation on Sustaining CAADP Momentum”.

Africa Lead II will support the formal stocktaking and consultation exercise which will assess progress in and identify challenges to the regional and country-level implementation of CAADP NAIPs. The 2-day meeting is scheduled for February 2014 and will provide an opportunity for a range of CAADP stakeholders to cover the following topics:

- Sharing of NAIP implementation progress and challenges and identify lessons learned;
- Discussion and identification of lessons from efforts to coordinate and align donor assistance to specific components of NAIPs;

- Review and discussion with AUC and NPCA representatives of the 2014 areas of focus being proposed to sustain momentum and sharpen focus on implementation efforts; and
- Review and discuss with AUC and NPCA representatives areas of focus to accelerate the impact of NAIPs and investments on poverty and hunger reduction.

Activity outputs:

- Development of Post Business Meeting Guidelines to support implementation of NAIPs.
- Identification of lessons and options to enhance NAIP implementation at all of national, regional and continental levels
- The alignment of the Sustaining CAADP Momentum efforts with key issues country teams face.
- A review of donor coordination and support of CAADP implementation and identification of options and actions to enhance donor engagement and support.

Activity 1.1.2: Provide capacity building assistance for AUC-DREA in support of CAADP implementation

The model for the Africa Lead II Program represents a major evolution from the model administered under the predecessor program. Whereas Africa Lead I provided extensive capacity building assistance in an “on-call” fashion, Africa Lead II is expected to take more of a long-term perspective by engaging with project partners to develop multi-year work plans marked by concrete impact goals. The AUC-DREA is expected to be the main continent-level partner for Africa Lead II, as noted in the Tasks 0.3 and 0.4 above. With this in mind, an important activity for Africa Lead II is to engage with the AU to assemble a multi-year work plan. This workplan will focus on capacity building assistance to AUC-DREA in support of CAADP implementation. Initiating the workplan process will likely have to wait until mid-2014 earliest in light of AUC-DREA’s central role in coordinating the AU’s 2014 Year of Agriculture initiative. Led by USAID, we will join in discussions with AU and AUC-DREA representatives to determine the substance and timing of capacity building assistance.

Activity outputs:

- Initiation of a work planning process, detailing Africa Lead II assistance to AUC-DREA over a multi-year time horizon.
- Inception of assistance to AUC-DREA during the first year of Africa Lead II.
- Direct support to AUC-sponsored “2014 Year of Agriculture” events as requested by AUC/USAID.

Activity 1.1.3: Develop a standard CAADP country-level management capacity assessment system for the AUC

A system will be developed to assess the key structures and skills required of each CAADP country team. This assessment process will: identify the roles and responsibilities of a CAADP committee/country team, including development of clear annual work plans; promote the inclusive participation of key actors, as per CAADP principles; and identify reporting metrics to assess country-level progress. Reporting metrics may include measures such as the portion of

the annual budget allocated to support agricultural transformation and food security, the extent and adequacy of NSA consultation and participation, the use of work plans and performance metrics by country teams themselves, and the monitoring of investments and agricultural productivity. The assessment process will provide a basis for providing technical assistance and training to strengthen country-level skills and performance.

Activity outputs:

- Identification of the key functions, processes and skills required for CAADP country teams to effectively manage and coordinate NAIP implementation.
- Together with the AUC-DREA, develop key performance indicators and a reporting process to track CAADP country-level implementation progress, and to identify skills that should be targeted for strengthening so as to improve performance effectiveness.

Associated indicators for Task 1.1 are captured below:

Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs (Component One)	
1.6	Number of organizations at the national and regional level receiving technical assistance under AL II
1.7	Percentage of organizational leaders using evidence-based recommendations to advance their annual work objectives
1.8	Percentage of institutions/organizations that show overall improvements in Capacity and Performance Measurement Criteria

Estimated budget for Task 1.1 is [REDACTED].

TASK 1.2: IDENTIFY KEY FOOD SECURITY INSTITUTIONS, ASSESS THEIR INSTITUTIONAL CAPACITY, AND PROVIDE ASSISTANCE TO STRENGTHEN CORE SKILLS AND OVERALL PERFORMANCE

The purpose of this task is to systematically assess the managerial and technical capacities of leading institutions critical for improving food security in Africa, and expanding and leveraging the commitment of decision makers and other key actors within these institutions. Target institutions may include government ministries and departments, regulatory bodies (e.g. seed certification), NGOs, farmer-based organizations and other types of private sector organizations, regional economic communities, and research organizations, etc.

Activity 1.2.1: Develop a comprehensive institutional assessment methodology

A standard methodology and instrument will be developed for assessing the institutional capacity of key food security organizations. The design will be consistent with CAADP priorities and guidelines and will aim to measure the performance of organizational functions such as governance, operations management, human resources, financial management, service delivery and external relations. The development and refinement of both the methodology and instrument will draw on lessons learned from the first phase of Africa Lead.

Activity outputs:

- A standardized organizational capacity assessment instrument, or tool will be developed, and later adapted for target institutions including government and non-profit agencies, regional institutions, CSOs and CAADP committees. These will be customized for each application.

Activity 1.2.2: Conduct institutional assessments of selected African organizations and institutions

Africa Lead II will work with the AOR, Missions, the Africa Lead II Advisory Group, and RECs to identify key institutions for assistance. When these institutions are identified, we will conduct institutional capacity assessments for each to review the key management functions and attributes that are necessary for an organization to be effective. The assessments will result in a review/rating of existing organizational capacity and will be used to prioritize areas of institutional strengthening support. This process will build on the work conducted under Africa Lead I, including the major assessments already completed for organizations such as CILSS, CORAF, Ghana's Savannah Agricultural Research Institute (SARI), and the Alliance for Commodity Trade in Eastern and Southern Africa (ACTESA).

Activity outputs:

- A list of priority food security-related institutions will be identified and a schedule will be developed for conducting assessments of each. Targets will be developed in the M&E Plan and under individual buy-in SOWs.

Activity 1.2.3: Develop and implement capacity strengthening plans for select organizations based on completed assessments

Once institutional assessments are completed, detailed institutional strengthening plans will be developed to provide training, technical assistance, grant and or mentoring support to strengthen required skills and systems. These institutional strengthening (capacity building) plans will be accompanied by a mechanism for carefully measuring and reporting on progress along a number of parameters key to institutional performance, which will be customized from among other documents the Human and Institutional Capacity Development (HICD) Guidelines of USAID.

Activity outputs:

- Customized institutional strengthening plans will be developed for select priority institutions – based on the results of assessments.

Activity 1.2.4: Measure institutional strengthening progress and identify additional needs

In cases where an institution is selected for extended and targeted assistance, a formal institutional strengthening monitoring and reporting system will be developed. This system will use the initial assessment as a baseline measure of performance and it will be updated annually as additional technical assistance and training is provided. This will provide the project a "report card" and documentation for how the skills, capacity and performance of each institution improve over time. Africa Lead's regional Organizational Change/Institutional Development specialists will work with the Bethesda-based Component One Advisor and Organizational Development expert to customize HICD and other tools for this purpose.

Activity outputs:

- A program institutional strengthening performance monitoring system will be developed. Baseline data will be developed for each priority institution that undergoes and assessment, and institutional strengthening progress will be tracked for each institution on an annual basis over the life of the project.

Associated indicators for Task 1.2 are captured below:

Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs (Component One)	
1.6	Number of organizations at the national and regional level receiving technical assistance under AL II
1.7	Percentage of organizational leaders using evidence-based recommendations to advance their annual work objectives
1.8	Percentage of institutions/organizations that show overall improvements in Capacity and Performance Measurement Criteria

Estimated budget for Task 1.2 is ██████████

TASK 1.3: DEVELOP AND IMPLEMENT SPECIALIZED LEADERSHIP TRAINING AND PROGRAMS IN AFRICAN INSTITUTIONS

Activity 1.3.1: Scale up and institutionalize the champions for change training

Module 1 of the Champions for Change Training is a one-week course that was developed by Africa Lead I and presented to over 2,000 individuals. This training imparts the skills needed by individuals from government, the private sector, and civil society to drive agricultural transformation. The core learning components include: an overview of CAADP; leadership and change management skills; and an overview of key management skills, including strategic planning and performance monitoring.

Module 2 of the Champions for Change training was designed to build on the momentum of Module 1 and to provide “Champions” with a critical set of complementary project implementation skills and practical methods required to move the CAADP implementation process forward. The focus of Module 2 was to ensure that national, regional, organizational and unit action plans in support of CAADP would be followed and that these plans would show tangible, meaningful, and positive results. One of the most innovative aspects of Module 2 was the introduction of the Rapid Results Approach (RRA) which enables leadership teams to produce results quickly and adopt new work patterns and a process for leading change.

In addition to using the skilled trainers who were trained under Africa Lead I, Africa Lead II will use an RFA process to select a number of public and private African training institutions to continue to provide Champions for Change leadership training to selected individuals working in key institutions upon which agricultural transformation will depend. Africa Lead II trainers and technical content specialists will work with selected organizations to help build skills of their staff in capacity building methods including training, curricula design and organizational development skills, and will monitor the delivery of capacity building activities to identify ways to improve design and delivery skills on an on-going basis.

Activity outputs:

- The Champions for Change training will be delivered to a significantly increased number of individuals and institutions, including for high-level government decision makers. A target number for trainees will be established in the Africa Lead II M&E Plan.

Activity 1.3.2: Provide customized capacity building support to African institutions

Africa Lead II will employ a variety of capacity building strategies that have great potential to achieve long-term sustainability with regional, national and local institutions engaged in the CAADP implementation process. We will implement these strategies in a collaborative fashion in order to obtain buy-in and ownership among recipients. Brief descriptions of select Africa Lead II capacity building mechanisms are provided below:

- **Training** – Africa Lead II will continue to utilize training to promote understanding of CAADP as well as specific technical and management areas that are necessary for CAADP implementation. In general, training is an excellent mechanism for transmitting knowledge, skills and competencies. There is a long list of potential topic areas for training which may include policy development and implementation, stakeholder engagement, project implementation, monitoring and evaluation, value chains, trade, joint sector review, strategic communication, marketing and many, many others. We will follow up from training events with other interventions in order to institutionalize skill and knowledge sets in participating organizations.
- **Coaching** – is a series of conversations between a manager or consultant and an employee focused on improving performance through enhancement of skills, ability and awareness. Coaching may build upon one or more performance feedback conversations or may occur as follow up to monitoring. Coaching is an effective complement to training. When training participants return to their work environments, they often experience difficulty putting the things that they have learned into practice. Difficulties arise because there is not adequate reinforcement to use the skills. Sometimes specific situations arise in the workplace that may not have been addressed in the training program. Employees realize that using the skills is harder than they thought and they become frustrated. A trained coach can assist employees to utilize new skills and to improve their performance. Coaching is successful when it contributes to improved performance and increased commitment on the part of the employee, thereby strengthening the organization or institution.
- **Consultation or technical assistance** – involves providing specialist advice on a specific challenge in a specific area. It assumes a consultant that is a subject matter expert. We will arrange or provide consultation to institutions in response to specific challenges that are identified as part of our assessment process or in response to requests. Areas for consultation may be directly related to CAADP processes or to a wide range of organizational challenges.
- **Organization Development (OD)** – is a deliberately planned, organization-wide effort to increase an organization's effectiveness and/or efficiency. While similar to consultation, organization development is applied to broad sets of issues. The focus of OD interventions will be on promoting the organizational readiness of key organizations to meet and lead change. Given that CAADP represents massive change, OD will be a primary capacity

building mechanism for Africa Lead II. The OD process will involve exploration to determine the most appropriate organizational beliefs, attitudes and values that are consistent with CAADP goals and the development and/or modification of processes, systems and structures of organizations to best facilitate the CAADP agenda.

- **The Rapid Results Approach (RRA)** – is a management and project implementation technique which engages teams in organizations or across organizations to work together and commit to highly ambitious 100-day goals. The technique was developed by Robert Schaffer and Associates which has used the concept for decades in the private sector. The technique was adapted for non-profit work in the context of development by the Rapid Results Institute, a Schaffer Consulting affiliate. It has been used across Sub-Saharan Africa, South America, the United States, and the Middle East since 2007 to unleash hidden capacity for change. The Rapid Results Institute collaborated with Africa Lead to include RRA as a key component of the Module 2 curriculum. Three hundred thirty-three individuals from 23 African countries were trained in Module 2 and RRA and several organizational and regional teams successfully completed 100-day projects. RRA remains a viable technique to support management initiatives and projects under Africa Lead II.
- **Internship** – is a method of on-the-job training for individuals in professional or technical careers. An internship generally consists of an exchange of services for experience between the intern and an organization. Africa Lead has used internships to great effect, having placed 12 professional interns in an agriculture show management and agribusiness management setting, and 10 professional Interns for CORAF and CILSS and 24 Interns for Sokoine University of Agriculture (SUA) in a variety of agriculture-related settings in the U.S. and other countries. Internship also remains a viable mechanism to promote learning and sharing under Africa Lead II.

Activity outputs:

- A range of individuals and institutions will receive these forms of capacity building. Specific targets in each capacity building area will be set in the Africa Lead II M&E Plan.

Activity 1.3.3: Support Young African Leadership Initiative and administer an internship placement program for YALI graduates

As requested by YALI advisors in regional and bilateral missions, Africa Lead II will develop and implement a communications outreach strategy to promote awareness of the YALI Fellowship program. This activity will utilize Africa Lead II's contacts and networks to assist USAID YALI advisors to identify promising youth for YALI fellowships. In addition, and as requested by USAID and the State Department, Africa Lead II will develop and administer a young professional's internship placement and mentorship program for graduating YALI fellows returning to Africa who are working in the agriculture and food security sector.

Activity outputs:

- A variety of leadership-related training courses will be delivered by Africa Lead's selected African partners. YALI fellows placed in young professional internships in African organizations, as needed by USAID missions.

- Communication outreach strategy to promote awareness of the YALI fellowship program developed and implemented.
- Process for tapping Africa Lead Champion and other networks to identify promising youth for YALI fellowships established and operating.

Activity 1.3.4: Design additional specialized leadership and training modules as requested

Additional courses will be designed on a rolling basis as program needs become evident. Courses will cover a wide range of topics such as change management, financial analysis, cost-benefit analysis, strategic communication, and marketing. Curricula may also be developed for technical training courses such as value-added processing, marketing, packing and certification standards.

Certificate-level courses will be developed based on priority food security-related skills, and participants will be required to demonstrate a certain level of knowledge and skills in order to attain certificates. The certificate skills training will be matched with priority program needs so as to enable the development of a cadre of managerial and technical leaders across agriculture institutions.

RFAs will be issued to cover the development and delivery of certificate-level courses in topics such as monitoring and evaluation. Africa Lead II will provide support to these organizations in curriculum development, training delivery, and assessment of training effectiveness.

Activity outputs:

- Institutional priorities for certificate-level training courses will be identified.
- Africa Lead training partners will begin the process of developing and testing certificate-level training curricula.

Activity 1.3.5: Build capacity of African institutions to assume roles of Africa Lead II

Based on availability of funding, Africa Lead II wants to do a better job of developing African institutions to carry on, scale up and sustain the leadership capacity building efforts at the end of the program. Developing the capacity of African institutions to design and deliver training and capacity building programs in the African context is similar to building the capacity of any other type of institution – it takes time, political will, skill, mentoring and resources and selecting the right types of institutions and groups with which to work.

In order to do the best job we can to build the sustainable capability of African institutions to carry on the type of leadership capacity building and training initiatives introduced under Africa Lead I and II, we need to work closely with USAID, AUC-DREA and Africa Lead I trainers to explore and define what it takes to design and deliver the most sustainable training and capacity building initiatives in the African context.

Under this activity, we propose to use a systematic approach to build the capacity of select African institutions to provide the most effective leadership training and on-going support, rather than just replicating the Africa Lead I model which may not be robust enough given the larger scope and level of the work we need to do under Africa Lead II. This process would include three phases:

- Phase 1: Exploratory
- Phase 2: Piloting
- Phase 3: Scale-up

During the exploratory phase, to be carried out over the next 4-6 months, we will examine the various approaches that USAID and other donors have used in the past to develop the capacity of African organizations to provide training. For example, consider the following scenarios and questions.

- USAID has invested large sums of money in the development of University training curricula. What have we learned from those experiences? Are those curricula still being offered?
- USAID has also hired numerous local firms to carry out work to support programs. What does it take to develop the capacity of these local organizations to work effectively and produce quality products for their clients?
- USAID has also, over the years, invested in developing internal training organizations within counterpart Ministries to provide training to their own staff members. What has been discovered over time about the effectiveness of this approach? Is it sustainable?

Based on what we discover about USAID and other donor’s experiences and lessons learned during the exploratory phase, Africa Lead II trainers and trainers from select African organizations will design several types of pilots to roll out starting near the end of year 1 to test the best approaches that were identified in the exploratory phase. This might include pilots in public and private higher educational institutions, private sector management consulting firms, in-house training units in ministries and research institutions, among other options. The results of the pilots will provide data for the development of the scale-up activity to be implemented over the last three years of the Africa Lead II project. We will closely monitor the effectiveness of each pilot to evaluate differences, strengths, challenges and the way forward.

Activity outputs:

- A set of African training institutions will be identified as key Africa Lead training partners to engage in cascade training.
- A cadre of training organizations and trainers across Africa who are able to provide leadership and skill – based training services in the future (after the end of Africa Lead II).

Associated indicators for Task 1.3 are captured below:

Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs (Component One)	
1.1	Number of individuals participating in training or mentoring programs # of women (35%)
1.2	Number of individuals engaged in awareness raising or coalition building events supported by Africa Lead II # of women (35%)
1.3	Percentage of individuals benefiting from training or mentoring in performance monitoring techniques who report little or no difficulty in applying new skills learned
1.4	Percentage of respondents who report greater use of evidence-based knowledge to promote

	effective practices
1.5	Percentage of respondents who report greater use of ethical principles and practices in their organization

Estimated budget for Task 1.3 is [REDACTED]

TASK 1.4: DEVELOP AND OPERATIONALIZE SYSTEMS TO MEASURE, TRACK, AND LEARN FROM ORGANIZATIONAL PERFORMANCE

USAID and CAADP are both committed to furthering the use of evidence-based analysis, and decision making. With Africa Lead II we will make a concerted effort to assist target institutions to better define their own challenges, set specific objectives for improvement, measure and assess their own results and use performance measurement tools to better gauge and learn from success and failure along the way. The main focus of this Task will be to help institutions develop self- assessment tools for benchmarking performance, against themselves and other institutions, and for regularly assessing their progress while identifying areas in need of strengthening. Additionally, Africa Lead II will work with key regional and national organizations to co-create a community of practice of well qualified trainers, and coaches to assist in the process.

Activity 1.4.1: Measure, monitor, report on the capacity strengthening performance of key institutions (See task 1.2)

Activity 1.4.2: Share results and best practice

Africa Lead II will produce an annual performance report that communicates Africa Lead II's institutional strengthening results stories and provide metrics for the annual progress achieved. A key indicator of Africa Lead II's success is the percentage of institutions that show overall improvements in capacity and performance measurement criteria. This outcome level indicator is comprised of five sub indicators that take into account such factors as improved capacity for operational effectiveness, human resources, internal governance, and ethics. In this way we will ensure that the success of Africa Lead II will reflect the achievements of its target institutions.

Activity outputs:

- Annual report on Africa Lead II's experience and lessons learned in institutional strengthening.

Activity 1.4.3: Develop a set of criteria for selection and a standardized rating system to assess the performance of selected educational/training delivery institutions

This will serve as a quality control mechanism to ensure all training delivered meets high quality

Countries with G8 New Alliance Cooperation Frameworks

- Burkina Faso
- Cote d'Ivoire
- Ethiopia
- Ghana
- Mozambique
- Tanzania
- Benin
- Malawi
- Nigeria
- Senegal (announcement forthcoming in November)

standards. Training assessments will also serve as a basis for targeting additional technical assistance to improve training standards and the performance of partner training institutions. The Kirkpatrick’s four-level training model will serve as a basis for assessing training impact.

Activity outputs:

- A detailed performance monitoring plan (PMP) that measures institutional strengthening across the Africa Lead program.

Associated indicators for Task 1.4 are captured below:

Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs (Component One)	
1.6	Number of organizations at the national and regional level receiving technical assistance under AL II
1.7	Percentage of organizational leaders using evidence-based recommendations to advance their annual work objectives
1.8	Percentage of institutions/organizations that show overall improvements in Capacity and Performance Measurement Criteria

Estimated budget for Task 1.4 is [REDACTED]

Estimated Total Component One Budget

Component 1: Institutional/Organizational Architecture	
Task 1.1: Develop an action plan for strengthening CAADP institutional capacity at the regional and country level	\$ [REDACTED]
Task 1.2: Identify key food security institutions, assess their institutional capacity, and provide assistance to strengthen core skills and overall performance	\$ [REDACTED]
Task 1.3: Develop and implement specialized leadership training and programs in African institutions	\$ [REDACTED]
Task 1.4: Develop and operationalize systems to measure, track and learn from organizational performance	\$ [REDACTED]
Total Component 1	\$ [REDACTED]

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

The 10-year CAADP retrospective report concedes that at the continental, regional, and national levels, the policy-enabling environment has not received the attention required for sustained agriculture sector growth. Indeed, in its 2011 review of FTF progress-to-date, USG noted that greater emphasis on food security “policy” was needed to catalyze the implementation of CAADP Compacts and NAIPs. The second component of Africa Lead II is meant to help address this challenge.

Our team's approach to facilitating policy reform and alignment is based on USAID's three-pronged conceptualization of a functional policy system: (1) setting the policy agenda; (2) leveraging an institutional architecture underpinned by robust policy-setting organizations and processes; and (3) activating mutual accountability commitments through Joint Sector Reviews (JSR) and other multi-stakeholder forums.

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

An important mandate for Africa Lead II is to pick up on the findings of each IAA and convert the findings into packages of capacity building assistance that are customized for the countries and institutions in question. For countries and institutions who have not yet participated in an IAA, Africa Lead II will ensure that this initial step takes place and leads to follow-up assistance over the life of Africa Lead II. Our Year One plans for conducting IAAs for Food Security Policy Change and providing follow-up assistance are detailed below in Task 2.2.

Another important achievement from Africa Lead I was the design and facilitation of an Agriculture Policy Exchange and Learning Exchange (APLE) in Dakar, Senegal, in May 2013. The APLE event brought together agriculture policy stakeholders from six countries to review their policy agendas, discuss institutional architecture challenges, and lay the groundwork for JSRs in their respective home countries. The APLE served as an excellent forum for knowledge sharing and policy planning, so much so that the Africa Lead II Team plans to replicate the APLE model, driven by demand from other regions of Africa as well as at the country level. These plans are detailed in Task 2.1.

The Africa Lead II Team proposes a total of three high-level tasks for Year One of Component Two. The volume of work conducted for each task will depend in large part on Africa Lead II buy-ins by regional and bilateral USAID Missions. Each task builds off progress made by previous efforts under Africa Lead I and other, likeminded, initiatives. The outputs associated with each task and activity are articulated in the accompanying text, and the timing of each task is highlighted in the Gantt Chart presented in Annex One. Wherever applicable, the M&E Plan indicator(s) associated with each task is presented along with performance targets for Year One.

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 recent correspondence from USAID's David

Atwood included the following articulation of Africa Lead II's theory of change regarding policy work:

The theory of change [of our policy work] is that within any given set of administrative obstacles and political economy constraints, there is nevertheless a range of actions that can be taken to speed and improve the policy process and the promulgation and/or implementation of better policies. The range of actions includes increasing the competence of key policy champions and leaders and facilitating a productive, carefully planned dialogue with government and between government and key stakeholders.

The following three tasks are designed to prove true this theory of change and achieve the overarching goal of Africa Lead II's Component Two.

TASK 2.1: DESIGN AND FACILITATE AGRICULTURE POLICY EXCHANGE AND LEARNING EVENT (APLE) DELIVERIES

The May 2013 Agriculture Policy Exchange and Learning Event (APLE) in Senegal brought together country teams from Ethiopia, Ghana, Mozambique, Rwanda, Senegal, Tanzania, and a regional team from ECOWAS. The teams in attendance had plenty of experiences to share regarding their participation in an array of agriculture policy commitments including CAADP Compacts, NAIPs, New Alliance Frameworks, and Policy Matrices meant to prioritize the agriculture policy reform agenda in various countries. The productive discussions and planning sessions from the Dakar APLE led participating countries to develop action plans for policy improvements in their respective countries. Moreover, the success of the event drove home the need to replicate the APLE model by holding additional events across Africa at the regional and country levels. The Africa Lead II Team will implement the following activities to launch additional APLE deliveries. Considering the strong relationship between the Food Security Policy (FSP) Innovation Lab Program's scope of work and the agriculture policy learning objectives of each APLE delivery, Africa Lead II will work in close coordination with FSP in designing and executing the technical modules of future APLE deliveries.

Activity 2.1.1: Revise and expand the APLE curriculum and prepare country teams for participation in the APLE

The AUC, in conjunction with NEPAD Planning and Coordinating Agency (NPCA)/CAADP, plans to convene a series of Agriculture Policy Exchange and Learning Events across Africa in 2014. The Africa Lead II Team has been working to incorporate lessons from the Dakar APLE delivery into planning for future APLE events. The prototype conceptual design for a four - five day APLE builds and expands on experiences gained during the first APLE held in Dakar, Senegal in May 2013.

The purpose of the APLE is to discuss systemic policy challenges that may be blocking the achievement or effective implementation of NAIPs, to create a sense of urgency to solve some of these constraints, and to identify and agree on specific steps needed to overcome these constraints. The two underlying questions that are addressed in the APLE are:

- *How do we get impact from the policy system?*
- *How do we measure both performance and impact?*

Based on current thinking, the revised curriculum for APLE deliveries will be expandable and shrinkable: from 1 day to 4-5 days up to 1 month.

- The flexible curriculum will include new modules that will allow the event to cover content in more or less depth.
- The APLE objectives will change, depending on the length of the event and the needs of the audience.
- Africa Lead II will work closely with FSP Innovation Lab and IFPRI on the design of experientially designed technical input policy modules to be used in the APLE deliveries and as stand-alone modules. Africa Lead II will integrate the designs into various versions of the curricula.
- All APLE deliveries will use an Action Planning tool that is a user-friendly, timely action planning process that will begin to frame the policy support program needed in the country
- APLE deliveries will provide an opportunity for countries to focus on identifying the top 3-4 priority reforms and then build a capacity building plan to support these critical transformational areas. The results of the Institutional Architecture Assessment of each country will be used as a starting point to help assess and identify priority organizations to support with capacity building initiatives that will lead to improved policy implementation.
- The adapted APLE curriculum will also embed elements of change management and leadership training into the program to capitalize on the opportunity to build Champions during the events while also advancing substantive policy discussions. Additional curriculum adaptations will be made in the lead-up to each APLE event.

The intended audience for the events includes country and regional teams from across Africa that are committed to the implementation of their NAIPs under the CAADP framework. The teams will include representatives from the public and private sectors, civil society groups, research and education institutions and donor organizations. The event can be delivered at the individual country level, for several country teams at the same time, and /or for representatives from regional organizations such as EAC, ECOWAS, and COMESA.

One innovation to the learning event will be the production of one or more webinars on the Policy System (institutional architecture, mutual accountability and policy agenda) that will be used to orient the country teams in advance of the event. The in-country facilitators will use the webinar during the initial country team meetings prior to the event to ensure that everyone has the same understanding of the Policy Agenda framework. The country teams will use this webinar briefing to prepare the Country Agriculture Policy Matrix presentation they will deliver during the event.

Activity outputs:

- Production of one or more webinars that can be used to brief country teams on the Policy System (Policy Agenda, Institutional Architecture, Mutual Accountability and Joint Sector Reviews) to better prepare for the delivery.

- Revised and expanded APLE curriculum that incorporates modules that can be used in longer or shorter deliveries of APLE.
- Collaboration with FSP Innovation Lab and IFPRI on the design of technical input policy modules to be used in the APLE deliveries and as stand-alone modules.
- Design of additional leadership training and guidance on managing organizational change to include in curriculum.

Activity 2.1.2: Recruit, hire and train in-country facilitators to assist in preparing and following up with APLE country teams over the next 6-12 months

One way that the Africa Lead II team will ensure preparation of country teams attending APLE deliveries is by hiring in-country facilitators who will work closely with their respective country team to prepare for and follow-up on APLE participation. Our experience has shown that a more robust budget and adequate level of effort for the in-country facilitators is necessary to effectively support country teams before, during, and after each APLE deliveries. Most importantly, the country teams get the most out of their participation in APLE deliveries by preparing extensively for the event and continuing to meet with their country teams once the event concludes. We will recruit in-country facilitators and provide training and coaching to ensure that they are prepared and well-resourced in order to work effectively with APLE country teams in the coming year.

In-country preparation and follow-up after APLE events will be led by local Africa Lead II and ReSAKSS country facilitators. The Africa Lead II training coordinator will provide guidance, training, and coaching to the African Lead II country facilitators in Nairobi and Accra and work with them to design and deliver training of trainers curricula to in-country facilitators. The in-country facilitators will then facilitate country teams prior to, during and after APLE deliveries. The main responsibilities of the local facilitators prior to the event will include:

1. Set the stage/present the context for the APLE meeting and highlight that the event will be building on what has already been done in the country to date.
2. Organize a brief review of the country/region's policy matrix, institutional assessment, New Alliance Framework, capacity building initiatives, investment plans (NOTE: facilitators will identify who can present this information and help them prepare for the presentations).
3. Help team prepare to present a brief (10 minute) summary of their country's policy matrix – work with the team on preparing the presentation and agree who will make the presentation.
4. Ask team members to share their expectations for the APLE and send that information to APLE organizers/facilitators in advance of the event (along with a quick summary of the results of the initial meetings).

Following APLE, country facilitators will be engaged in multiple follow-up activities with the country teams over a 6-12 month period. The purpose of the follow-up will be to continue to create a sense of urgency, build and strengthen the skills of the guiding coalition, fulfill the team's charter by completing and implementing action plan elements and meeting periodically with senior leaders and donors on a regular basis. The local facilitators will also provide coaching to the country team leader as requested to support his/her leadership role. Africa Lead

II trainers in Bethesda, Nairobi and Accra will in turn provide coaching for the country facilitators supporting the APLE curricula.

Activity outputs:

- Identification and preparation of in-country Africa Lead II and ReSAKSS facilitators to prepare country teams for participation in APLEs.
- Facilitation of structured orientation and planning workshops to clarify roles and responsibilities and also generate materials that set the stage for a productive APLE event for each country team.
- Follow-up with country teams to support implementation of the action plan prepared during the APLE.

Activity 2.1.3: Provide criteria and support on identification and preparation of country team members

Building on lessons learned from the Dakar APLE delivery, the Africa Lead II Team will spend a significant amount of time working with in-country donors, government and CAADP representatives, private sector and civil society representatives to ensure that the right people are invited and prepared for the event in advance.

Prior to selection of the team, senior government leaders and other stakeholders will be thoroughly briefed by the AU/CAADP and donors on the purpose of the event. Senior leaders' commitment and support for the participation of the team in APLE will be followed by the issuance of a "charter" or "commission" from the leaders to the team members which could be a *prerequisite* for the country's participation in the event. The "charter" or "commission" to the country team 1) lays out the importance of the role being played by the team and the priority issues the team should address during and after the event; 2) clarifies that the team members will be expected to return with a plan to move forward on 1-2 priority issues facing the country; and 3) guarantees the leaders' support of the team after the event, including agreement to meet, discuss and act on the recommendations and outcomes of the event. Senior leaders will also provide suggestions for whom to include on the team (to avoid redundancy and to ensure that the right people are part of the team).

In order to ensure a representative delegation³ for each country team attending a regional APLE event, each country team will be composed of 8-10 members representing the following groups:

- Government - managing policy
- Government - data systems
- Government – regulatory
- Private sector

³ Quote from Africa Lead II Team Member: We need to do a better job in the future of getting the right people to the APLE events, the decision-makers. We want to develop criteria that will guide who will be invited to future APLE events and we also want to ensure that comprehensive assistance is provided to country teams before and after they attend APLE events (including providing AL and ReSAKSS facilitators to support the Ag Policy process before and after the events).

- Civil society
- SAKSS/analysis
- Research institutions
- Donors

In the case of country-specific APLE events, the country team will be enlarged to include broader representation from public and private sector representatives and especially civil society representatives from farmer groups, women's associations and governance-related groups. Proposed criteria for the selection of individual country team members include the following:

- Individuals should bring resources that can be used to continue the policy implementation process after APLE.
 - Individual is part of donor-funded ag policy project already in place and working on these issues
 - Government official already doing related policy work
 - Civil society experience in relevant policy area
 - Private sector involvement in related policy area
- Commitment to moving the country or region's Food Security Policy Agenda forward.
- Decision makers.
- Proven leaders in their areas of expertise and sector (public, private, civil society).
- Familiarity with CAADP.
- Previous experience in designing and implementing agriculture and food policy programs.
- Experience with other cross-cutting teams working on agriculture and food policy issues.
- Access to senior decision makers.
- Interest and availability to stay involved over the longer term.

Experience has taught the Africa Lead II Team that getting a representative country team identified and prepared to participate in an APLE delivery is a challenging and time-consuming effort. As a result, we have set aside 4 months in Year One of Africa Lead II implementation to work closely with USAID, Ministry officials, AUC/CAADP country team representatives and other donors to identify and begin engaging with country teams that include the best representatives who can follow-up on the work following the event.

Activity outputs:

- Briefings for senior leaders in country for APLE event.

- Develop prototype charter /commission that can be adapted by countries for use with country teams.
- Identification and selection of members of APLE country teams.
- Coordination and logistical support of orientation and planning events prior to APLE deliveries and for follow-up events after APLE deliveries.

Activity 2.1.4: Deliver APLE events

Our plan is to work closely with the BFS and regional and bi-lateral missions completion of the curricula and delivery of at least one regional APLE delivery during 2014, and one or more APLE deliveries at the country level based on availability of country buy-ins.

By the end of each 4-5 day APLE event, country and regional teams will:

1. Share country and regional examples of systemic policy constraints that are preventing the achievement of the goals and targets of national agriculture and food security investment plans
2. Explore lessons, experiences, and evidence that countries can use to overcome these constraints
3. Investigate / explore a tool / model that will help define the steps and actions needed to implement the policy plans that are already in place in the country or region
4. Initiate a country and regional action planning process (to be completed after the event) that will lead to a sustained, robust policy system in each country and the regions

Objectives for longer APLE deliveries will be modified based on the needs of the attendees

Activity outputs:

- Delivery of at least one APLE event at the regional level in Year One of Africa Lead II and one APLE event at the country level in Year One, if funding is available.

Associated indicators for Task 2.1 are captured below:

Intermediate Result 2: Enhanced capacity to manage policy change and reform across Africa (Component Two)	
2.3	Percentage of national and regional institutions’ staff with capacity to identify and manage a robust policy reform and analytical agenda
2.4	Percentage of national and regional structures with improved M&E systems
2.5	Percentage of recommendations for policy reform and harmonization agreed to at the AU Head of State and Ministerial level implemented at the national level

Estimated budget for Task 2.1 is ██████████

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

Under Africa Lead I, the Project Team conducted 11 IAAs for Food Security Policy Change. Ten country-based studies were completed covering Ethiopia, Tanzania, Malawi, Ghana, Mozambique, Senegal, Uganda, Rwanda, DRC, and Zambia, and one REC study was done on the EAC. The main findings from these assessments included the following:

- Policy priorities generally exist in the form of NAIPs, New Alliance Frameworks, and Policy Matrices.
- Policy management structures vary greatly, but are mostly inadequate: coordination & data analysis systems are weak.
- Stakeholder participation varies:
 - Strong central governments invite little participation
 - Where access is high, capacity is low
- Basic and functioning Mutual Accountability systems exist, but private sector and CSO inclusion is minimal.

The IAAs conducted by Africa Lead I also demonstrated that the policy process is frequently run or managed outside of the standard policy structures such as Ministries of Planning or planning divisions within Ministries of Agriculture. Often, the drivers of policy are either political parties or favored stakeholders with a clear business interest in the policy in question. In addition, the policy process has not included the full range of stakeholders, especially NSAs, needed to develop policies that maximize the potential and participation of all parties, especially the private sector.

Under this task –which overlaps broadly with Component 3 objectives– the Africa Lead II Team will provide customized support at the REC and country levels to work with government counterparts and NSAs to strengthen their capacity for evidence-based policy analysis, reform, and implementation. We will use the results of completed IAAs to determine where the systems need to be strengthened, which institutions need what kind of strengthening, what kind of support needs to be given for the process to work better and for specific policies (i.e. input policy change) to work. Ultimately, in reference to the traffic light rating system of the IAAs, we want to see movement from "reds" and "yellows" to "greens" in weak areas.

Importantly, the Africa Lead II Team will coordinate closely with the FSP Program and the established ReSAKSS and SAKSS in light of the fact that these entities are working on improving the processes and availability of agricultural data. These data form the foundation for an evidence base when analyzing policy options and determining the best policy for which to advocate.

Africa Lead II will determine which organizations to work with by consulting with AU, the RECs, regional and bilateral USAID Missions, and partners with whom we established relationships under Africa Lead I. Think tanks, Universities, media entities, women-based organizations,

youth organizations such as YALI, and organizations representing disabled people will all be considered when determining which organizations to engage in capacity building for policy analysis and development.

In some instances, the Africa Lead II Team may borrow from the model developed by USAID's Grand Challenges for Development Project, which uses prize-based competitions to encourage the development and implementation of innovative solutions to major development challenges. In this case, the challenge is lack of data and lack of capacity to conduct evidence-based analysis. Prize-based competitions can bring attention to the top thinkers and innovators in development. Africa Lead II will explore this model with USAID.

Activity 2.2.1: Coordinate Africa Lead II's IAA Tool with other assessment tools and findings

At the request of USAID/BFS and the regional and bilateral USAID missions, Africa Lead, collaborating with the EAT project, developed a methodology for conducting initial, quick overview assessments of individual country or Regional Economic Community (REC) agriculture policy processes. These Institutional Architecture Assessments included mapping of the institutions involved in the various stages of policy formulation, implementation and measurement, and review of the quality of the policy process along 6 main policy components. Combined with needs assessments of agriculture policy analysis capacity in these same countries that are being conducted by IFPRI (Country SAKSS Capacity Needs Assessments), these assessments provide the background from which work in Components 1, 2 and 3 derive.

In consultation with IFPRI, which has conducted SAKSS Policy Analysis Capacity Needs Assessments, Africa Lead II proposes to conduct a series of events aimed at establishing a simple to apply, relatively low cost Guided Policy Change Process Self-Assessment that can be provided as a combination of a template and methodology to be shared with the AUC/NPCA/CAADP Country Support Teams as well as units, staff and consultants of the RECs mandated to provide assistance to national processes. Depending on the status of the work that USDA and FAO are also doing on agriculture data systems and statistics in the same countries, they could also be involved.

The sequence of activities under this task would include: (1) Assessment review workshop following completion of IFPRI and Africa Lead I assessment reports; (2) Collaborative development of a methodology and template to be provided to AUC and RECs; (3) Workshop reviewing the methodology and template and their application.

Activity outputs:

- Assessment review workshop focused on lessons learned from IFPRI and Africa Lead I assessments.
- Methodology and template for Guided Policy Change Process Self Assessments.
- Workshop/training on the use of the methodology and template for Guided Policy Change Process Self Assessments.

Activity 2.2.2: Hold validation workshops to get stakeholder buy-in to IAA findings

Although the Africa Lead I team completed 11 IAAs for Food Security Policy Change, there was neither the time nor the resources to hold workshops with country and REC stakeholders to

validate the findings of the IAAs. With this in mind, the Africa Lead II team will hold validation workshops with each country covered by an IAA, as well as EAC. The workshops will serve as a forum for sharing IAA findings, soliciting stakeholder feedback on the IAAs, and discussing action plans for rectifying areas in the policy process identified as weak.

The output for this activity is production of a validation workshop based on select IAAs that have already been completed. A specific target for number of validation workshops in Year One will be included in the Africa Lead II M&E Plan.

Activity 2.2.3: Design and deliver customized packages of technical assistance and training to country teams

The IAA findings and validation workshops will lead to the design and delivery of customized technical assistance and training. In light of the broad coverage provided by the IAA methodology –the six areas covered include the guiding policy framework; policy development and coordination; inclusivity and stakeholder consultation; evidence-based analysis; policy implementation; and mutual accountability-, strengths and weaknesses vary across IAA results. The packages of TA and training designed for each country will be customized in line with IAA findings.

The outputs for this activity include development of a customized package of capacity building assistance for each country and REC that undergoes the IAA process.

Activity 2.2.4: Conduct IAAs for countries and RECs

Depending on buy-ins, Africa Lead II will plan to conduct similar assessments in the remaining FTF countries and countries whose USAID support programs are allied with FTF: Kenya, Mali, and Nigeria. Additionally, Africa Lead II will plan to conduct IA Assessments at the REC level in ECOWAS, ECCAS and COMESA.

Activity outputs:

- Assessment Reports on Institutional Architecture for Agriculture Policy Change at the country level for Nigeria, Kenya and Mali.
- Assessment Reports on Institutional Architecture for Agriculture Policy Change at the REC level for COMESA, ECOWAS and ECCAS.
- Workshops at country and REC level to validate results of the IA Assessment reports.
- Included in the reports a set of recommended actions to strengthen the agriculture policy change process.

Associated indicators for Task 2.2 are captured below:

Intermediate Result 2: Enhanced capacity to manage policy change and reform across Africa (Component Two)	
2.3	Percentage of national and regional institutions’ staff with capacity to identify and manage a robust policy reform and analytical agenda
2.4	Percentage of national and regional structures with improved M&E systems
2.5	Percentage of recommendations for policy reform and harmonization agreed to at the AU Head of State and Ministerial level implemented at the national level

Estimated budget for Task 2.2 is [REDACTED]

TASK 2.3: FACILITATE ADOPTION OF MUTUAL ACCOUNTABILITY FRAMEWORK AND JSR PROCESSES

In a 2013 IFPRI presentation in Mozambique, the Joint Sector Review (JSR) process was described as “one way of operationalizing the mutual accountability framework at country level” and credited with providing a platform for to assess: performance and results of the agriculture sector; governments in setting sector policy and priorities; and; how well government actors and NSAs have implemented pledges and commitments (laid out in NAIPs, and other agreements).

The formal components of a JSR include:

- Public Expenditure Review- commitments, expenditures and alignment.
- Donor Expenditure Review- commitments, disbursements, and alignment.
- Donor Alignment Reports and Scorecards- alignment with NAIPs (PNISA in Mozambique).
- Civil Society Scorecard- commitments and alignment.
- Private Sector Scorecard- commitments and investments.
- Government and stakeholders- Policy Progress Assessment.
- Impact Scorecard- progress and impact at scale on poverty and hunger reduction.

Activity 2.3.1: Conduct rapid JSR readiness assessment of FTF and FTF-aligned countries

We will start by conducting a rapid and low-cost review of JSR readiness across our target countries, getting answers to the following questions.

1. At the highest levels, is the country committed to going through the JSR process? If yes, has the JSR steering committee been established and who is on it?
2. If the country is committed to the JSR and has the steering committee established, have they also established working groups in line with the six areas of JSR review we've been discussing (public policy review, agriculture expenditure review, private sector review, civil society review, etc.)?
3. If the steering committee and requisite working groups have been established, where is the country in the JSR process?

Activity output:

- JSR readiness assessment report for the countries that Africa Lead II plans to engage.

Activity 2.3.2: Provide technical assistance and training to target countries to administer JSR process

Following this rapid review, we will coordinate with USAID, the FSP Program, and other relevant programs to plan JSR facilitation assistance at the country level. As noted above, the APLE events discussed in Task 2.1 will provide one forum for JSR processes to unfold. The MAF provides the broad architecture for the application of mutual accountability to sector

development plan implementation. JSRs, which are forums for performance assessment, budget and policy guidance, allow a broad spectrum of stakeholders to get insights into, and influence policy and priorities in the sector developments. JSRs should provide appropriate platforms for putting a MAF into practice at the country level, and they should provide opportunities for generating evidence-based data on CAADP performance, guided by the continent-wide M&E framework and drawing lessons and good practices at the country level. JSRs should also provide information for regional and continental level performance reporting.

Activity outputs:

- In countries where a CAADP-focused JSR process has not begun, Africa Lead II will facilitate the initiation of the JSR process and walk the country teams through the process as needed.
- Delivery of customized capacity building assistance to target countries to administer JSR process, including constitution of necessary JSR working groups, preparation for JSR meetings, and participation in meetings.

Activity 2.3.3: Explore potential for study tours to countries with good practice JSRs

The Africa Lead II Team will also explore the potential value of organizing study tour events to a country like Bangladesh where the JSR process is considered to be a best practice model. A recent correspondence from USAID is highlighted in the text box below.

The main output for this activity will be exploration and potential coordination of a study tour of highly qualified and prepared African agriculture stakeholders to Bangladesh.

Bangladesh: a model for mutual accountability in action. Bangladesh's mutual accountability framework is led by a unit -- supported by FAO -- with national staff situated in the Ministry of Food and working across ministries and civil society. Management of this unit is a full-time, year round job, so government and USAID decided it also made sense to have a Ministry of Agriculture unit focused specifically on food and agriculture policy (which is what the IFPRI country program does). Bangladesh may have the best example of mutual accountability of any FTF focus country. The Food Policy Monitoring Unit, serving the ten government agencies with food responsibility but housed in the Ministry of Food, began last year to put together an annual review of government and donor compliance with their agreed upon commitments arrayed against the 12 programs in the country implementation plan (CIP), and the outputs and outcomes of those commitments. This takes a year to prepare by a core team of eight, but involves several hundred people providing input. The approach and outline of the report is first presented by FPMU to both the ag donor group and the key government agencies for concurrence, and when the draft is completed, it serves as the vehicle to engage hundreds more stakeholders across the spectrum of civil society, private sector, citizens etc. This is a really exciting program and a possible model, but it does take significant resources, and up front engagement of key stakeholders at the beginning of the process. This would only work, of course, in countries where the country implementation plan is a "real thing" in terms of something that policy makers continue to use in weekly decision making, policy discussions, budget etc.

- David Atwood, USAID, October 2013

Associated indicators for Task 2.3 are captured below:

Intermediate Result 2: Enhanced capacity to manage policy change and reform across Africa (Component Two)	
2.1	Number of institutions participating in policy reform and alignment
2.2	Percentage of institutions that have established corporate norms for mutual accountability

Estimated budget for Task 2.3 is [REDACTED]

Estimated Total Component Two Budget

Component 2: Policy Change/Reform and Alignment Process	
Task 2.1: Design and facilitate Agriculture Policy Learning Exchange (APLE) Events	\$ [REDACTED]
Task 2.2: Strengthen institutional architecture for improved policy and evidence-based policy reform	\$ [REDACTED]
Task 2.3: Facilitate adoption of mutual accountability framework and JSR processes	\$ [REDACTED]
Total Component 2	\$ [REDACTED]

COMPONENT THREE: PROMOTING THE EFFECTIVE PARTICIPATION OF NON-STATE ACTORS (NSAs) IN THE POLICY PROCESS

The purpose of Component 3 is 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 in the CAADP process. The term NSA covers a very large and diverse array of organizations and individuals. For the purpose of Africa Lead II, NSAs that the program may engage include the following groups:

- Farmer based organizations (FBOs) and networks;
- Trade unions;
- Private sector business networks, associations and groups;
- Financial institutions;
- Professional membership organizations and associations;
- Special interest groups or associations (such as those representing interests of women, disabled or other marginalized groups); and
- Church and faith-based organizations.
- Student and youth-based networks and organizations;
- The media and media associations; and

- National NGO and community-based organization (CBO) networks.

These groups are included because they represent the breadth of the NSAs that needs to be mobilized in order to achieve food security through a genuine transformation of African agriculture. Africa Lead II will target high priority NSA groups for intensive capacity building, while at the same time looking for opportunities to build champions for CAADP and food security.

The full engagement of NSAs in the CAADP process is essential if CAADP is to achieve the goals currently being set by the AU and other continent-wide and regional stakeholders for its second 10 years. 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 CAADP process. Although there are large differences in capacity between NSA groups, similar challenges face NSAs in many countries. The heterogeneity of food system actors under the NSA umbrella makes it difficult for agriculture and food security stakeholders to recognize points of mutual interest and build coalitions or work together on complex system-wide problems. Poor policy literacy and limited understanding of advocacy is a problem in some contexts. Often, advocacy on behalf of farmers is characterized by adversarial relations focused on a few government MDAs. A more inclusive, win-win concept of advocacy, based on stakeholder and policy analysis, coalition building, engagement of media for broad social mobilization, and lobbying for well-defined constituencies, is needed to create enabling environments which open national governments to NSA engagement in policy processes.

Another challenge is that many organizations purport to represent similar segments of agriculture and food security stakeholders, often engaging in unhealthy competition for donor attention and funds. When discussing the problem of NSA participation in mutual accountability and other consultative forums, government representatives often cite the plethora of organizations and the difficulty knowing which among them is the most legitimate representative of a particular group of NSAs. Donors have unwittingly contributed to this problem by supporting duplicative and unconnected groups to represent NSAs on NSA task teams, the result of uncoordinated donor capacity building initiatives and ad hoc selection of participants for NSA capacity building efforts.

One of the most important lessons learned from Africa Lead I is that the CAADP framework holds great potential to mobilize and unite civil society, private sector agribusiness interests and politicians around a common vision and road map for transforming African agriculture and food security. Yet because awareness of CAADP is very limited outside of select government circles, this potential has yet to be realized as a force for promoting CAADP's vision for Africa. Another key lesson is that the leadership, vision, drive and skills needed to shift mindsets and achieve CAADP objectives must be built country by country, from the bottom up. Africa Lead II's Component Three strategy to strengthen the NSAs builds on these two crucial insights.

We will engage Africa Lead I Champions and other key actors from all sectors to identify and implement high pay-off, country specific strategies, based on the transformative methodologies developed in Africa Lead I. These efforts will serve to build awareness, educate and accelerate mobilization of NSA leaders and their grass roots constituencies around the cause of CAADP

and food security. These strategies will engage national media organizations and organizations representing youth and women. Attention will be paid to developing tailored strategies to support national youth movements for CAADP and food security that link youth into regional and continental level CAADP platforms and processes. We will also identify tailored strategies to build the capacity of women farmer and women agro-processor groups to make deals with private sector investors on behalf of their members, and to represent women's voices and interests in the CAADP process. Broad based awareness, education, and mobilization of civil society and the private sector around CAADP and food security will build political will and momentum for policy reforms needed to accelerate transformation of agriculture within each country context. Although elected politicians are not explicitly part of the NSA sector, they will also be included in strategies to build broad based support for farmers around the CAADP framework.

At the same time Africa Lead II will provide farmer organizations and agribusiness associations with tailored capacity building programs to help them build policy and advocacy skills, prioritize policy reform agendas, form interest group coalitions and alliances around policy reforms, establish business deals among themselves, and build legitimacy among broad based civil society constituencies to represent civil society in NSA stakeholder engagement with governments.

The Component Three, Year One Workplan for Africa Lead II includes interconnected activities to address the multiple challenges limiting the capacity of civil society, private sector and other NSAs in different countries to engage their governments in the CAADP process through their country level NSA task forces. While the select elements of Component 3 are broken down into separate tasks, in reality they tightly interlink with each other and all other elements of Africa Lead II in order to achieve an integrated package of mutually reinforcing activities. Building on methodologies developed, relationships formed, and lessons learned during Africa Lead I, Africa Lead II will systematically identify leaders of key NSA groups, many of whom have already benefited from training under Africa Lead I. Becoming more strategic with recruitment for trainings and follow up with NSA groups will facilitate consolidation of relationships and action plans and will build momentum for transformation.

TASK 3.1: BUILD CAPACITY AND LEGITIMACY OF NSA GROUPS TO ENGAGE IN THE CAADP POLICY PROCESS

During Year One, the main focus of this task will be to develop and pilot an approach for building the capacity of national-level NSAs that builds on best practices identified in Lessons Learned on Africa Lead I Champions for Change program. Activities 3.1.2 – 3.1.4 describe a sequence that establishes a method for selecting NSA groups to participate in capacity building activities, develops and pilots the approach to NSA capacity building, and follows up with NSA groups to ensure they are linked into Champion networks. The overall goal of this task is to strengthen the capacity of key NSA stakeholders to organize themselves around strategic areas of common interest while strengthening their own internal systems, in order to facilitate stronger, issue based engagement with government. Africa Lead II's NSA capacity building strategy will provide key NSA groups with the support and technical assistance they need to participate in mutual accountability processes, including providing them with tools for improved accountability inside their own organizations.

Activity 3.1.1: Hold consultations to coordinate strategies for NSA strengthening

Within the first four months of program implementation Africa Lead II will reach out to NSA stakeholders in the United States and in Africa to coordinate strategies for NSA strengthening. In the USA and Europe, this includes the Alliance to End Hunger, Action Aid and IFAD as well as other groups working on African NSA concerns (e.g. The Partnership to End Hunger in Africa, IFPRI and OXFAM.) In Africa, Africa Lead II will meet with organizations such as FANRPAN and the CAADP NSA Task Team to work out terms of reference for their engagement in Africa Lead II trainings for civil society/NSA leaders.

During the same period, Africa Lead II Regional Directors will meet with USAID Missions to develop Mission-specific Component Three workplans. They will review Missions' current NSA partners, get suggestions of key players, and review Missions' capacity building plans and programs for the NSA sector to identify gaps and see how Africa Lead II can add value and long-term strategy in this area. Flowing out of these workplans, Africa Lead II staff will hold meetings with Africa Lead I Champions, Super Champions, interns and others touched by Africa Lead I in each country, to enlist them as "Champion Advisory Teams" who will help identify high pay-off strategies to achieve and scale up key Africa Lead II goals through their networks. Examples include building the legitimacy and input of the NSAs in key policy change processes; accelerating outreach and building awareness among political leaders, NSA leaders, and grass-roots constituencies around the cause of CAADP and food security; and opening up Grand Challenge and innovation opportunities to the NSA sector actors. NSA steering committee and task team members who were not involved in Africa Lead I will also be consulted to assess current NSA action plans, capacity and funding needs, and additional civil society and private sector groups or constituencies that need to be brought into Africa Lead II activities for NSA strengthening.

Activity outputs:

- A plan outlining coordination between Africa Lead II and the Alliance to End Hunger.
- A plan outlining FANRPAN's and the CAADP NSA Task Team's participation in Africa Lead II.
- Component 3 workplans developed with USAID regional and bi-lateral Missions in at least one region and in at least 4 countries.

Activity 3.1.2: Identify, prioritize, assess and select NSA groups

Within the first six months of operation, Africa Lead II will establish a simple, transparent methodology to help missions prioritize strategic NSA groups who may participate in NSA capacity building delivered by Africa Lead II. The selection process will take into consideration a number of factors, including groups USAID Missions already support and Mission policy goals (factoring in Policy Matrices, G8 New Alliance Cooperation Frameworks and Institutional Architecture Assessments.) We will use stakeholder analyses to identify NSA groups involved in specific policy systems/agendas and agricultural sub-sectors prioritized by Mission FTF strategies. The analysis will not only identify NSA groups that Missions already support, it will also identify strategic stakeholders that may be missing from current lists of organizations supported by USAID, and therefore need to be brought into NSA capacity building activities supported by Africa Lead II.

The stakeholder analyses will be based on lists of regional, national and (when directed by USAID Missions) sub-national NSA groups. In order to ensure that the process is broadly inclusive, we will ask each country's Champions from Africa Lead I, the CAADP NSA Task Force, FANRPAN, Action Aid, PANAAC, and the Alliance to End Hunger, among others, to nominate NSA groups to participate in Africa Lead II.

Once high priority NSA groups have been identified, Africa Lead II staff will assess their leaders' commitment to working as honest partners with the program. Illustratively, this might include half-day trainings for leaders to inform and bring them on board with Africa Lead II's goals and methods, a requirement that leaders fill out applications stating why their group should be selected, and interviews with leaders and members of NSA candidate groups. Groups will be assessed on factors such as leaders' long-term vision and goals for their organization; willingness to change in order to advance the goals of agriculture transformation and food security; commitment to farmers or to other important NSA constituencies; willingness to dedicate staff and resources to long-term goals and action plans that flow out of the capacity building program; and determination to engage their government on policy.

Depending on needs and objectives of different Missions, a given NSA training cohort could include from 5 to 15 NSA groups, with 3-5 people attending from each one. Cohorts will factor in a cross-section of NSA groups from different points across the NSA spectrum, especially farmer based organizations and private sector associations, matched based on their representation of different key constituencies and potential to form strategic alliances around areas of common interest.

Activity outputs:

- A handbook for USAID detailing methodology to identify, prioritize, assess and select NSA groups for Africa Lead II NSA capacity building.
- Based on USAID Mission Component 3 workplans, regional and country level lists of priority NSA groups will be identified and first cohorts for capacity building identified in one country in WA and one country in ESA.

Activity 3.1.3: Develop capacity building program for NSA strengthening

Once initial NSA cohorts have been selected, year one activities will include a variety of interventions. For example, participating NSA groups will be asked second a staff member to help design curricula for the NSA capacity building workshops, participate in Training of Trainer workshops, and serve as trainers in the workshops themselves. This group will help Africanize the curricula for NSA capacity building workshops, a process which contributed to the success of Africa Lead I. But more importantly, it is a strategy to build a diverse cohort of Africans trained in the transformative pedagogy that is the hallmark of the Champion Brand developed in Africa Lead I. In addition, trained NSA trainers will build the capacity of NSA organizations to roll-out cascade trainings to their members, as a way of scaling up impact of Africa Lead II beyond national apex councils and top national leaders, to rank and file grass-roots constituencies.

Africa Lead II will determine the length of NSA capacity building workshops in consultation with USAID Missions, depending on the objectives of specific trainings. However, based on best practices identified in Africa Lead I, it is suggested that NSA training workshops comprise two 4-

5 day residential sessions spaced one to two months apart (modeled on Africa Lead I Modules One and Two Trainings). Top national NSA leaders would attend the first session to bring them on board as Champions, followed by their mid-level or sub-national staffs at the second session which would be more technical in focus. Curricula development will factor in needs assessments conducted with participating NSA groups, as well as build on Africa Lead I curricula, especially Kotter's 8 Steps, advocacy and lobbying, and the Rapid Results methods. Technical input policy modules, developed under Task 2.1, may also be incorporated. Most importantly, curricula will build the capacity of NSA groups to understand the policy system and policy agenda and to participate in mutual accountability processes and forums; and provide them with tools to improve their own accountability around NSA/CSO activities and budgets.

During the course of the workshops, trainers will encourage civil society and private sector groups to identify and build coalitions based on mutual goals, objectives and interest in policy systems and policy change processes, as a way to begin focusing heterogeneous interests within the NSA sector. Participants will be challenged to identify action plans to advance NSA engagement with CAADP structures and processes, and with their country NAIPs. Sufficient time will be built into the workshops to support high quality action plans. Outcomes will include increased motivation of top NSA leaders to improve the internal governance and accountability of their own organizations, and management tools to follow through; increased capacity of farmer and agribusiness leaders to analyze and articulate policy issues impacting farming businesses at all levels; increased formation of mutual interest group coalitions within the NSA sector; increased motivation and capacity of farmer and agribusiness leaders to engage each other in business deals and to engage governments on policy and technical issues, and to engage governments negotiating the national budget process on behalf of farming and agribusiness interests.

Component Three activities focused on strengthening the NSA sector overlap broadly with Component Two objectives, especially Task 2.2 "Strengthening IA for Improved Policy and Evidence Based Policy Reform" and Task 2.3 "Facilitating Adoption of Mutual Accountability Frameworks and JSR processes." Just as NSA capacity building activities will strengthen the capacity of NSA leaders to work with government counterparts, government counterparts also need to understand the value added to their countries that will be created by having NSA leaders who are trained and ready to support policy change processes. One issue of concern is building relationships and a common framework for understanding issues between NSA leaders, technical members of ReSAKSS and SAKSS teams, and government counterparts. Doing so would pave the way for productive engagement in the JSR process. Although NSA capacity building activities will primarily target NSA groups, members of ReSAKSS and SAKSS teams, politicians and government counterparts may also be integrated into these workshops to build critical "relationship bundles" and shared understanding across sectors, prior to JSR meetings.

Activity outputs:

- Based on USAID Mission workplans, NSA capacity building workshops will be developed and piloted for an initial NSA cohort in one country from WA and one country from ESA, each involving 5 – 15 NSA groups contributing a total of 25 – 75 individual participants

- A performance monitoring system for tracking the strengthening of NSA groups will be developed and baseline data will be developed for each NSA group selected to participate in the first round of capacity building workshops

Activity 3.1.4: Follow-up with NSA groups to facilitate progress on action plans

For each country with an NSA capacity building program, someone (for example Component Three managers) will be tasked with following up with participating NSA leaders post-trainings. This person will also serve as point of contact between NSA leaders and the Africa Lead II team. Africa Lead II's NSA point of contact will help link graduates of NSA trainings into Africa Lead Champion networks and encourage NSA leaders to follow through on commitments and action plans made during the training workshops. Illustrative NSA POC activities might include: facilitating NSA progress towards consolidating networks into cohesive interest groups and coalitions by helping to organize meetings; helping NSA groups or coalitions identify sources of technical and financial support to build their organizational capacity and to follow through on their action plans; helping to monitor progress of NSA groups, coalitions and networks for feedback and adaptive learning; assisting Africa Lead II M&E component track metrics on progress of NSA groups towards objectives for the NSA sector.

Activity outputs:

- Follow-up with initial cohorts of trained NSA groups in two countries, depending on USAID mission buy-in for Activity 3.1.3.

Activity 3.1.5: Provide intensive support to exceptional NSA networks/coalitions

Africa Lead II will work with Missions to identify promising NSA groups or coalitions for more intensive support through a combination of internships, coaching and mentoring, technical assistance and grants. There is no pre-set formula for this since it needs to be driven by NSA leaders' determination of high priority strategies to mobilize their constituencies around the CAADP framework and its vision of a food secure Africa. Illustrative activities for support include: roll-out of cascade Champion Brand trainings to sub-national and district-level stakeholder groups or constituencies; media campaigns to build widespread awareness and support for CAADP throughout countries; development of structures and processes for NSA networks to evolve into strong commodity based coalitions and lobbies; advocacy and media campaigns mounted by NSA coalitions to build widespread support for strategic policy change objectives; grants, coaching and mentoring to assist NSA coalitions develop strong policy position papers to present at regional and continent wide multi-stakeholder CAADP platforms, including the JSR and MA process; coaching and mentoring to help NSA coalitions establish long-term funding mechanisms (for example through the Multi-Donor Trust Fund) for ongoing NSA strengthening to engage in CAADP.

Activity outputs:

- Based on USAID Mission Component Three workplans, lists of regional and country-level priority NSA coalitions will be identified and a schedule will be developed for conducting assessments of each.
- Customized support package will be developed for targeted priority NSA coalitions based on results of the assessments.

- A performance monitoring system and indicators for NSA coalition strengthening will be developed and baseline data developed.

Estimated budget for Task 3.1 is [REDACTED]

TASK 3.2: STRENGTHEN BUSINESS LEADERSHIP CAPACITY OF AFRICAN FARMER GROUPS TO ENGAGE IN POLICY PROCESSES

Under this task we will work with Missions to identify farmer based organizations for tailored capacity building packages based on assessments of their needs, using standardized assessment methodologies developed under Component One. These could be farmer-based organizations (FBOs) with national networks reaching down to grass roots constituencies, or FBOs that are stakeholders in high priority policy reform agendas, play important roles in commodity value chains, or represent women, youth and underserved groups. Capacity building packages will draw on the suite of tools developed by Africa Lead I, including customized leadership and management training, coaching and mentoring, exchange visits, and young professional internship placement programs. Illustrative activities might include technical assistance to build internal systems; develop membership services; support cascade trainings for members; develop and implement business strategies and deals with private sector agribusinesses and banks; intern exchanges between FBOs and the private sector to build mutual understanding and trust. Outcomes will include increased capacity of FBOs to self-organize and coordinate activities at national, regional and continental levels; evolution of FBOs into effective commodity organizations representing different farmer constituencies (for example women); increased capacity of FBOs to structure and negotiate business deals with the private sector and banks.

Task outputs:

- Based on USAID Mission Component Three workplans, priority Farm FBOs will be identified and a schedule will be developed for conducting assessments of each.
- Customized capacity building plans will be developed on a demand-driven basis.

Estimated budget for Task 3.2 [REDACTED]

TASK 3.3: STRENGTHEN AGRIBUSINESS LEADERS FOR POLICY ENGAGEMENT

Our overall goal under this task is to identify and implement strategies to engage the private sector as allies in agriculture policy processes. We will strengthen the capacity of agribusiness to represent farmer interests and to play a leadership role in national agricultural policy development and implementation. We will strengthen and expand business links between African agribusinesses and a) African farmer organizations, and b) international investors building on the G8 New Alliance Country Cooperation Frameworks, where they exist. And we will facilitate and catalyze partnerships between agribusiness associations and African agricultural universities and researchers.

Depending on the country context, we will facilitate formation of private sector agri-business associations or work with already established associations such as the Kenya Agribusiness Association or the East Africa Grain Council. Activities will include involving business associations and groups in NSA trainings, being particularly sensitive to building common understanding and alliances between business and farmers groups. We will complement the NSA trainings with DAI's CIBER methodology (see text box to the right) in order to catalyze advocacy alliances between farmer organizations and private sector groups around specific policy and regulatory reform issues. We will enlist agribusiness leaders to participate in Champion Advisory Teams and to mentor self-identified NSA policy groups to lobby, advocate, and develop white papers on policy reform topics, and enlist them to serve as national and regional policy team members. Africa Lead II's grants program will be available to support agribusinesses associations at critical phases in their organizational development.

DAI's Competitiveness Impacts of Business Environment Reform (CIBER) Tool takes a "bottom-up" approach to identifying and analyzing business environment constraints that are specific to a value chain. DAI has applied CIBER successfully in Brazil, Serbia, Moldova, Ethiopia, and Tanzania. Designed to quantify in monetary terms a value chain's most pressing legal/regulatory constraints and generate a reform advocacy strategy, CIBER requires ground-truthing of regulatory constraints with key value chain stakeholders, a process that builds momentum for reform advocacy. Additional CIBER features include use of a proprietary political/administrative feasibility scoring system to gauge reform obstacles, and a strong emphasis on building the capacity of value chain stakeholders to implement a reform strategy and continue regulatory analysis after donor-funded technical assistance concludes.

We will also work with missions to identify high priority agribusiness associations for tailored capacity building packages based on assessments of their needs, using standardized methodologies for assessing private sector organizations that will be developed under Component 1. These could be private sector groups whose members play strategic roles in high priority policy agendas and in high priority value chains, or who link women, youth and underserved constituencies to agribusiness investments. It will improve their internal systems, as well as capacity to build support among farmers and government on critical investment matters, such as the need to develop agriculture and food industries, and the need for better financial and economic analysis of donor and government agriculture projects.

As another dimension of this task, Africa Lead II will work to strengthen and expand relationships between African agribusinesses and international agribusiness corporations in countries where the G8 New Alliance for Food Security and Nutrition has established country-level cooperation frameworks. We will hold business roundtables where business leaders can network to discuss common problems, identify strategies and build alliances. Africa Lead II will also facilitate and catalyze partnerships between targeted agribusiness associations and

agriculture-focused Universities and research institutions in order to expand young professional agribusiness internship programs, as modeled by Sokoine University in Tanzania.

Activity outputs:

- Based on USAID Mission Component 3 workplans, priority agribusiness groups will be identified and a schedule will be developed for conducting assessments of each.
- Customized capacity building plans will be developed for targeted groups based on the results of the assessments.
- A performance monitoring system and indicators for agribusiness strengthening will be developed and baseline data developed of targeted agribusiness groups.

Estimated budget for Task 3.3 is [REDACTED]

TASK 3.4: STRENGTHEN THE ABILITY OF AFRICAN CIVIL SOCIETY TO SUPPORT FARMERS

Under this task, we will work with civil society and media organizations to increase awareness of CAADP, to increase activism around the cause of food security, and to build understanding of agriculture issues and support for small-holder farmers among a broad base of African citizens. We will use the Champion Brand as the basis for highly innovative strategies to mobilize and organize youth involvement in agriculture. We will provide technical assistance and training to civil society and media organizations to encourage greater reporting on agriculture issues and will support scholarship, internship and networking opportunities for women and youth.

A key concern of Africa Lead II is the long-term sustainability of its investments in capacity building of African institutions. All the strategies in the Component Three workplan target key NSA groups with committed leaders who will use investments in their organization's capacity for long-term transformative change in African agriculture. Another way to build long-term sustainability is to use local African organizations to provide capacity building services for NSA strengthening identified in Component Three workplans. To the extent possible, Africa Lead II will engage African organizations to provide specialized training and other technical assistance to NSA groups and coalitions by putting out RFPs for specific tasks. Depending on Mission workplans, we will also provide short-term, targeted technical support to local organizations to deliver specific capacity building tools and method that Africa Lead is known for.

Activity 3.4.1: Mobilize youth leadership for and involvement in agriculture and food security

There is growing concern in Africa at the continental, regional and country-level about finding ways to mobilize and engage youth in Africa's agriculture transformation processes. To mention just a few examples, the AUC has established a Youth Commission focused on agriculture, FANRPAN held a symposium on youth in agriculture in 2012, and the Kilimo Trust held a symposium on youth in agriculture in 2013. Through its Champion Brand, Africa Lead stands in a unique position to give shape and momentum to a significant Young Champions for Agriculture and Food Security movement that includes national, regional and continental chapters. Our guiding vision is that in five years, Africa Lead II will have helped to establish a highly respected network of youth leaders for African food security and agriculture based in a

strong and autonomous organization where local chapters articulate into regional and continental structures.

Guided by this overriding vision, Africa Lead II will establish youth-focused CAADP Champions for Food Security leadership programs in universities and other youth based organizations and networks. We will encourage and support older Champions to organize Young Champions for Food Security chapters in Africa Lead II focus countries and find ways to make the chapters self-sustaining. We will use Africa Lead's rich body of transformative training content and pedagogical methods to develop standardized youth-focused Leadership for CAADP and Food Security modules that can be used by Young Champion chapters to induct new members as their chapters and as the movement grows. We will encourage older Champions to coach and mentor young Champions and we will support Young Champion Chapters with grants to develop and implement innovative action plans. Young Champions chapters will provide hubs and entry points into youth networks to convey information on scholarships, business internships, grants and other opportunities to build the capacity of young people to become leaders for African agriculture. Young Champions and their mentors will be encouraged to identify and implement strategies to build a long-term, sustainable youth movement around the Champion Brand that ensures youth representation and voice in national, regional and continental CAADP structures and processes.

Activity outputs:

- SOW for a five-year strategy and action plan for a Young Champions for Agriculture and Food Security movement developed in consultation with USAID Washington and interested regional and country-level Missions.

Activity 3.4.2: Develop strategy to support women farmers and agro-processors

Africa Lead II will consult with African women's leadership networks (AWLAE & AWARD, other TBD) and women Champions on strategies to build the capacity women farmer, agro-processor and food security organizations. The strategies will ensure women's participation and voice in NSA leadership trainings and multi-stakeholder policy learning processes. We will assess the special capacity and funding needs of women farmer, agro-processing and food security organizations and will support women's organizations through technical assistance, mission buy-ins and grants, as well as facilitate linkages to other sources of support to build capacity of women owned & lead agribusiness entities. We will catalyze relationships between leaders of women's food security organizations and formal sector agribusiness and financing to build business linkages between women small-holder farmers and sources of financing and markets.

Activity outputs:

- Based on USAID Mission Component Three workplans, priority women's organizations will be identified and a schedule will be developed for conducting assessments of each.
- Customized capacity building plans will be developed for targeted women's groups based on the results of the assessments.
- A performance monitoring system and indicators for agribusiness strengthening will be developed and baseline data developed of targeted women's groups.

Activity 3.4.3 Develop strategy to strengthen media engagement with CAADP and food security

Africa Lead II will identify promising strategies to engage national media on CAADP and African food security issues. Illustrative activities include: involve print journalists and television and radio producers in leadership trainings to build a cadre of motivated Champions from media organizations; support media companies with grants to for innovative communications campaigns on CAADP and food security linked to AU planned activities for 2014 as the African Year of Agriculture; link media groups to NSA advocacy campaigns; and support university journalism students with professional placements, mentorships and grants to develop in-depth specialization on CAADP, agriculture and food security issues for mainstream media.

Activity outputs:

- SOW for a five-year strategy and action plan to build media involvement in agriculture at country, regional and continental levels developed in consultation with USAID Washington and interested regional and country-level Missions.

Estimated budget for Task 3.4 is ██████████

Associated indicators for all Component Three tasks are captured below:

Intermediate Result 3: More inclusive development and implementation of agriculture and food security policies and programs, through greater engagement of NSAs (Component Three)	
3.1	Number of private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving Africa Lead II assistance
3.2	Number of private enterprises, producer organizations, trade and business associations, women's organizations, and CBOs that have applied new technologies or management practices as a result of Africa Lead II assistance
3.3	Number of countries/regions receiving Africa Lead II assistance
3.4	Percentage of countries that have articulated a plan of action for including NSAs in their compacts and mutual accountability frameworks (MAFs)
3.5	Percentage of countries that have articulated a plan of action specifically for including women's/youth organizations/ representation in their compacts and MAFs
3.6	Percentage of countries achieving 80% implementation of their action plans
3.7	Percentage of countries with investment plans that are supported by private capital
3.8	Percentage of countries with an annual robust business meeting agenda

Estimated Total Component Three Budget

Component 3: Promoting Effective Participation of Non-State Actors in the Policy Process	
Task 3.1: Build capacity and legitimacy of NSA groups to engage in CAADP policy process	\$ ██████████
Task 3.2: Strengthen business leadership capacity of African farmer groups to engage in policy processes	\$ ██████████
Task 3.3: Strengthen Agribusiness leaders for policy engagement	\$ ██████████
Task 3.4: Strengthen the ability of African civil society to support farmers	\$ ██████████
Total Component 3	\$ ██████████

KNOWLEDGE MANAGEMENT, LEARNING, AND COMMUNICATION

Underpinning Africa Lead II's strategic work program is a clear focus on knowledge transfer and learning that will enable the program to better manage interventions and bring about systemic and sustainable change across the continent. Africa Lead II will cull and disseminate lessons to solving complex problems and implementation challenges resulting from our locally-driven, evidence-based interventions in support of the CAADP. To achieve this, Africa Lead II will deploy a rapid process of learning and innovation (i.e. using real-time information for adaptive and iterative project design, implementation and improving decision making) to quickly evaluate what is working, and what is not working and to accelerate the ability of development partners to go to scale, and also correct course when necessary.

Africa Lead II seeks to enable its development partners to achieve greater impact through the design and delivery of knowledge products. These products could include results stories of success, near success and outright failure; and case studies that probe "the how" of implementing transformative policy change derived from documented results and lessons learned from Africa Lead II activities across a diverse geographic, political and development landscape. Knowledge transfer/exchange from past and on-going interventions will feature in program outputs such as the Champions for Change curriculum; peer learning through Africa Lead II's expanded internship program; technical assistance to strengthen the capacity of institutions to support a deeper more robust policy agenda; diagnostics for coalition building and institutional development to promote CSO coalitions for change; and Agriculture Policy Exchange and Learning Events (APLE).

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

To support this effort, a team of three individuals (Knowledge, Learning, and Communications (KLC) Manager based in the home office [HO], and two region-based KLC Specialists) will collaborate to translate learning into best practice by producing knowledge products that reflect the robust nature of Africa Lead II and promote an open and on-going dialogue with a growing community of past and future beneficiaries. The KLC team will also work closely with the program's M&E Specialists, in the field and the home office, to ensure integration of results into learning agenda such that data can drive refinements and adjustments need to program implementation as and when needed.

Africa Lead II envisions that KLC assets will also support specific buy-ins, especially those related to demonstrating and communicating the progress, successes, and pitfalls of JSRs, NAIPs, Year of Agriculture activities and institutional strengthening. Moreover, several of the tasks outlined under Program Support can be custom tailored to meet the needs of partners and beneficiaries with support from country, or regional, buy-ins.

Specific activities for year one include the following tasks (as organized by funding source):

TASK 1: BUY-IN SERVICES

Activity 1.1: Support program launch and other high level activities

The KLC Team will work closely with regional staff to prepare for and support high-level events. These include regional program launches, Year of Agriculture meetings, and Champions for Change reunions among other events. Support will include the identification and preparation of needed communications products and platforms. These events will provide an opportunity to showcase food security initiatives and successes to a wide range of possible stakeholders.

Task outputs:

- Event materials- including program flyers, brochures, videos, websites, etc.
- Contribution to event development and delivery

Activity 1.2: Manage and promote Africa Lead II outreach platforms

Africa Lead II will continue to focus part of its outreach on deepening social networks. This will include using new strategies for engaging champions on Facebook; introducing an Africa Lead II Flickr page to house and share all program photographs; and establishing a Vimeo channel for program videos/podcasts. These video recordings will serve as an extension of the program's capacity building efforts around select themes.

The social media platforms will be tailored to meet the needs of buy-in activities and will generate broad interest in the core issues related to food security at the country, region and continental level. For instance, country-level buy-ins can access program support to promote activities, internships, grants, training, etc. on all our social media platforms as well as tap Africa Lead II social media assets, such as photos and videos, to promote buy-in level activities.

Task outputs:

- Maintain Africa Lead II social media platforms: Facebook, Flickr, Vimeo
- Organize Champions for change roundtables and/or networking events
- Create Champions for Change alumni database

Activity 1.3: Design, develop, and moderate networking platform for Champions

Apart from a Facebook page and regular reunions, Champions expressed a desire to stay connected with their peers. Africa Lead II aims to play a critical role in promoting collaboration and learning among food security practitioners to speed adoption of best practice and innovation. A new Africa Lead II website will provide a peer-to-peer platform for Champions to engage with other alumni on technical topics of interest, share knowledge, and maintain contact with fellow champions. Should this space, currently dubbed the 'Champion's Corner', generate sufficient interest and funding become available, a more formal community of practice could be established with a local regional or continental partner to ensure the sustainability of the linkages are maintained.

In-depth focus group discussions with active Champions for Change will shape the effort and define options for engagement.

Task outputs:

- Engagement of Champions through Africa Lead II website
- Promotion of Champions for Change Corner on Africa Lead II outreach platforms

TASK 2: PROGRAM SERVICES

Strategic communication will serve as a cornerstone of the Africa Lead II program. A combination of print, web and multi-media materials will articulate clearly the transformative and dynamic nature of Africa Lead II and provide a space for continued engagement with program beneficiaries. As a follow-on program, learning efforts will build on past successes and mine stories yet to be written from Africa Lead I while ensuring new activities and results are captured and shared with a diverse audience in a timely fashion. Again, it is likely that some of the outputs of this section will be part of buy-in scopes of work.

Activity 2.1: Develop and disseminate program publications

The KLC Team will be tasked with developing a wide range of publications such as a program flyer, thematic flyers, quarterly newsletter and success story submissions to USAID. The emphasis will be on capturing program impacts in a way that tells a compelling story. Communications will be accessible to a wide range of readers and not be weighed down by technical terminology to promote greater knowledge sharing on food security lessons and successes. To reach a broader audience, communications products will be presented in both written and video formats and will be featured on the program website and on other social media platforms, including other knowledge sharing food security platforms such as Agrilinks.

Videos are powerful story telling tools, especially with regard to outcome harvesting. Africa Lead II anticipates leveraging this medium to identify and verify program outcomes while featuring program contributions. The videos will provide an additional opportunity to scale up knowledge transfer and maintain momentum and energy around program learning.

Task outputs:

- Program flyer
- 2-3 thematic flyers or technical briefs
- 8-10 success stories or best practice briefs
- 2-3 case studies
- 2-4 short videos
- 3 newsletters

Activity 2.2: Design, develop and maintain an Africa Lead II website

With a focus on facilitating dynamic and interactive knowledge sharing, Africa Lead II will design a new website that will enable the program to feature program outputs as well as contribute to the dialogue on food security issues. The website will cater to a broad audience including, but not limited to: program beneficiaries, the public, USAID missions, the private sector, and government ministries. It will feature video snippets to bring to life the transformative and innovative nature of the program. The site will feature program results in a visually compelling way that will be continuously updated and mapped by country and region.

The website will also feature space for updated program information (mapped by country/region), training materials, technical publications/solutions, and a calendar. The program intends to engage with Champions for Change through a dedicated space on the site for blog entries or feature stories. Serving as a one-stop-shop for the program, the site will be updated on a regular basis and maintain high search optimization features to stimulate traffic and ensure that the site appears first in Google searches related to food security issues in Africa.

Task outputs:

- Africa Lead II website
- Continuous website maintenance

Activity 2.3: Reporting

In collaboration with the COP, Regional Directors and technical staff, the KLC Manager will lead development of quarterly and annual reports. Additionally, the KLC Manager will provide quality control over all Africa Lead II publications to ensure proper formatting and branding.

Task outputs:

- *Quarterly Progress Reports.* Activity reports will be produced at the end of each program quarter. These reports will provide a detailed summary of program activities as laid out in the workplan. An update of performance accomplishments will be provided based on performance indicator measurements. (Note: not all indicators will be updated on a quarterly basis).
- *Annual Report.* Annual performance reports will be produced for USAID review and approval. These reports will update the program’s performance as per the performance indicators and provide a narrative analysis of accomplishments, challenges and lessons learned.

Associated indicators for all KLC tasks are captured below:

Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs (Component One)	
1.2	Number of individuals engaged in awareness raising or coalition building events supported by Africa Lead II # of women (35%)
1.4	Percentage of respondents who report greater use of evidence-based knowledge to promote effective practices
1.6	Number of organizations at the national and regional level receiving technical assistance under AL II
Intermediate Result 3: More inclusive development and implementation of agriculture and food security policies and programs, through greater engagement of NSAs (Component Three)	
3.1	Number of private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving Africa Lead II assistance

MONITORING & EVALUATION

A robust data collection and analysis function within Africa Lead II will generate insights on how the program is performing and to what degree it is impacting program beneficiaries. The

lessons and successes gleaned from internal and external evaluations will be shared widely using various mediums including reports, publications, videos and other relevant platforms. The M&E Specialist and field M&E staff will work closely with the KLC Manager and her field team to ensure program results are captured in a thoughtful and compelling manner to meet the needs of M&E reporting as well as to demonstrate progress towards the program's broader objective of increased agricultural productivity and food security.

The Africa Lead II draft PMP sets forth the indicators by which the overall program will be evaluated. During the first 90 days of Africa Lead II implementation, the DAI-led Consortium will develop the full program PMP.

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

Recognizing the challenge of working in dynamic and complex environments where the relationship between cause and effect can become unclear, unpredictable or worse, reversed, Africa Lead II will deploy a rapid process of learning from implementation, focused on using tight feedback loops to transform tacit knowledge into explicit knowledge, in order to accelerate the ability of the project and its development partners to correct course, as well as to go to scale, as and when needed. Africa Lead will achieve this by combining USAID's standard practice of performance monitoring with features of complexity-aware monitoring. This will entail tracking and reporting of intermediate outcome indicators from the early stages of engagement throughout the change process. Capturing indicators of early results should help Africa Lead II and its development partners to stay on course in the near term, which could be critical for effecting long term institutional change, and make adjustments as necessary.

Within each of its components, and with each intervention, Africa Lead II will not only align its indicators and targets with overarching program goals, but it will describe, categorize, monitor and report on results, both expected and achieved, using *intermediate capacity outcomes* which focus on process monitoring of impacts (or PMI), and reflect institutional changes in progress. The use of intermediate indicators will enable more learning and adaptive management during implementation and deeper ex-post analysis of how results contribute to strategic level goals.

Rather than re-invent the wheel, Africa Lead II will introduce a set of intermediate capacity outcome indicators to track progress toward institutional change. One such set of indicators under consideration comes from the World Bank Group's Capacity Development for Results Framework (CDRF). These indicators reflect progress across six dimensions of capacity development results: 1) awareness raised; 2) knowledge and skills enhanced; 3) consensus and teamwork strengthened; 4) coalitions strengthened; 5) networks enhanced; and 6) new implementation know-how adopted. Africa Lead II's theory of change assumes that champions for change empowered by these intermediate outcomes will be able to contribute more effectively to institutional change at the country and continental levels. For example, when Africa Lead II supports the strengthening of a coalition, and that coalition enables civil society organizations to participate more fully in the policy making process, Africa Lead II contributes to

more inclusive stakeholder ownership. According to the CDRF, institutional change can also be categorized and reported in its early stages as: 1) more inclusive stakeholder ownership; 2) more efficient policy instruments; and 3) more effective organizational arrangements. These intermediate level results are expected to make meaningful and concrete contributions to the results management process (by tracking results from the design phase through to project evaluation, and eventual adaptation, when necessary).

The first four tasks below detail our methodology for establishing the Africa Lead II M&E Plan.

TASK 1: DEVELOP RESULTS FRAMEWORK (RF) PRELIMINARY PERFORMANCE INDICATORS, AND COMPLEXITY-AWARE MONITORING.

In order to clearly articulate the objectives and development hypothesis that underpins Africa Lead II, an RF will be developed at the start of implementation. The RF will also provide a basis for developing a set of performance indicators, each of which will be referenced against the M&E Plan used by CAADP to ensure alignment. The Africa Lead II M&E Specialist will complete the RF in consultation with the field offices. Another key aspect of Africa Lead II's M&E system is the introduction of complexity-aware monitoring. Africa Lead II will incorporate a set of monitoring tools designed for this purpose, including: surveys for stakeholder feedback; significant change and appreciative inquiry; process monitoring of impacts (PMI) using intermediate outcome indicators; regular and systematic stocktaking; and outcome harvesting. By learning about what has worked well, not worked and why, possible areas of improvement, as well as promising approaches for replication and scaling up can be identified and adapted in subsequent activities.

TASK 2: DEVELOP PRELIMINARY PERFORMANCE INDICATOR REFERENCE SHEETS (PIRS) FOR ALL RF INDICATORS

Standard USAID PIRS will be developed for each performance indicator. The PIRS include the following information: name of indicator, precise definition, unit of measure, disaggregation, management utility, data collection source and method, and individual responsible. Also, an initial analysis of indicator quality and limitations will be included. The M&E Specialist will complete the PIRS in consultation with Africa Lead II field personnel. Templates for all complexity-aware monitoring tools will be developed. This includes survey instruments, stocktaking templates, and data collection sheets for outcome harvesting.

TASK 3: ESTABLISH BASELINES AND ANNUAL PERFORMANCE TARGETS

In order to measure change as a result of Africa Lead II activities, it is necessary to establish a baseline against which annual progress can be measured. While many high-level indicators can be obtained from secondary data sources, other, more intermediate indicators will require baselines to be established. In most cases, baseline data collection will be built into the tasks and activities themselves, or the data can be derived from data collected under Africa Lead I. The IAAs, for example, serve as a baseline measure, and then capacity improvements can be monitored through follow-up assessments. Similarly, trainers and M&E staff will continue to collect participant data prior to training delivery and then monitor training outcomes via post-training assessments of both individuals and the institutions in which they work. Proposed indicators and targets are included below in Table 1.

TASK 4: PRODUCE FINAL M&E PLAN INCLUDING PERFORMANCE INDICATOR DEFINITIONS, BASELINE DATA, IDENTIFICATION OF DATA SOURCES AND COLLECTION METHODOLOGY

A final M&E Plan will be produced for USAID review and approval within 90 days of program start-up. The M&E Plan will serve as the M&E operational manual. It will contain the following information: an RF and narrative description of each objective, a complete set of performance indicators and definitions (and a PIRS for each performance indicator), identification of cross-cutting themes (including youth, gender, and environment), performance management schedule, data collection sheets, and overall performance management responsibilities. Once the M&E Plan is finalized, the following actions will be taken:

- *Refine Data Collection Forms/Instruments.* Data collection forms will be developed to collect participant training information, institutional assessment data, skills development, leveraging information and other data, as needed.
- *Refine Automated Data Collection Database.* The Africa Lead II M&E Specialist will work with DAI's TAMIS manager to develop customized modules for the entry, management, analysis, and reporting of data. The M&E Specialist will utilize lessons learned from Africa Lead I including innovative tools for data collection and more robust incorporation of knowledge management tools.
- *Train Field Staff in Accra and Nairobi.* The M&E Specialist will travel to each Africa Lead II Program Office to provide an overview of the M&E system and to train staff in use of the system. This will happen during the program's second quarter of operation once the M&E Plan is finalized. Follow-up visits will be made on an as-needed basis to update and refine procedures.
- *Data Quality Assessment (DQA).* According to the USAID Automated Directive System (ADS), the purpose of a DQA is to ensure that the USAID Operating Unit and strategic objective (SO) Team are aware of the strengths and weaknesses of their performance data and the extent to which the data can be trusted. A DQA of performance indicators helps validate the usefulness of the data. Data should be reviewed against the following criteria: validity, precision, integrity, reliability and timeliness. DQAs are required for all performance indicators reported to USAID/Washington. Once the M&E Plan is finalized and data collection begins during Year One, the program will conduct a DQA of relevant indicators. The DQA analysis will take place at the HQ and field office level to ensure that data collection procedures used by all program offices are rigorous and consistent.

TASK 5: CONDUCT SURVEYS, COLLECT DATA AND REPORT PROGRESS AGAINST INDICATORS TO FEED PROGRAM LEARNING

The M&E Specialist will work with the field team to ensure surveys are completed in a consistent and timely fashion and that all data points are captured and analyzed for program learning. This information will be featured routinely in program reporting and will be tapped for knowledge products such as success story outputs, outcome harvesting analysis, and multi-media features.

To ensure that the sum of all the program parts are contributing to the overall vision for Africa Lead II, the M&E Team will prepare a semi-annual snapshot of how results from each of the

country and region buy-ins are meeting the proposed performance indicator targets (noted below in Table 1). This exercise will also give the program and USAID an opportunity to take stock of buy-in activity and measure where the greatest interest lies and determine measures for bolstering other activities as appropriate.

As USAID Missions decide to buy in, the Africa Lead II team will work with both the AOR and Mission staff to identify the most appropriate requirements for leveraging. All buy-ins will include leveraging commitments.

Estimated Total KLC and M&E Budget

Knowledge Management, Communications and Reporting/Monitoring and Evaluation		
KLC and Reporting/ Monitoring and Evaluation	██████████	Labor in support of: <ul style="list-style-type: none"> • Program Marketing Collateral • Reporting (i.e. Quarterly, Annual, Workplanning) • TAMIS Management • Website • Newsletter • Publications Oversight • PMP • Participant Surveys • Evaluations • M&E Tool development • Oversight and Training of M&E field staff \$50,000 included for website and video production

TABLE 1: PROPOSED PERFORMANCE INDICATORS AND TARGETS

#	Indicator	Y1 Target
Africa Lead II Goal: Better prioritized, designed, delivered, Implemented and measured agriculture policies, programs, and enterprises in Africa		
G1.1	Percentage of agricultural GDP growth	NA
G1.2	Percentage of national spending allocated to agriculture	NA
G1.3	Percentage of agriculture GDP composed of private sector investments in the agricultural sector	NA
Africa Lead II Strategic Objective: Improved Performance of Individual Champions, Organizations and Institutions in Africa (at continental, regional, national and subnational levels) to achieve more inclusive economic growth and agricultural transformation.		
SO 1.1	Percentage of countries with up-to-date investment plans	TBD
SO 1.2	Percentage of countries using outreach platforms to CSOs & private sector companies to inform NAIP development and implementation	TBD
SO 1.3	Percentage of countries with improved “Doing Business” ranking	46%
Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs (Component One)		
1.1	Number of individuals participating in training or mentoring programs	1,000
	# of women (35%)	350
1.2	Number of individuals engaged in awareness raising or coalition building events supported by Africa Lead II	2,000
	# of women (35%)	700
1.3	Percentage of individuals benefiting from training or mentoring in performance monitoring techniques who report little or no difficulty in applying new skills learned	50%
1.4	Percentage of respondents who report greater use of evidence-based knowledge to promote effective practices	50%
1.5	Percentage of respondents who report greater use of ethical principles and practices in their organization	50%
1.6	Number of organizations at the national and regional level receiving technical assistance under AL II	14
1.7	Percentage of organizational leaders using evidence-based recommendations to advance their annual work objectives	TBD
1.8	Percentage of institutions/organizations that show overall improvements in Capacity and Performance Measurement Criteria	25%
Intermediate Result 2: Enhanced capacity to manage policy change and reform across Africa (Component Two)		
2.1	Number of institutions participating in policy reform and alignment	5
2.2	Percentage of institutions that have established corporate norms for mutual accountability	TBD
2.3	Percentage of national and regional institutions’ staff with capacity to identify and manage a robust policy reform and analytical agenda	TBD
2.4	Percentage of national and regional structures with improved M&E systems	TBD
2.5	Percentage of recommendations for policy reform and harmonization	25%

#	Indicator	Y1 Target
	agreed to at the AU Head of State and Ministerial level implemented at the national level	
Intermediate Result 3: More inclusive development and implementation of agriculture and food security policies and programs, through greater engagement of NSAs (Component Three)		
3.1	Number of private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving Africa Lead II assistance	50
3.2	Number of private enterprises, producer organizations, trade and business associations, women's organizations, and CBOs that have applied new technologies or management practices as a result of Africa Lead II assistance	TBD
3.3	Number of countries/regions receiving Africa Lead II assistance	16
3.4	Percentage of countries that have articulated a plan of action for including NSAs in their compacts and mutual accountability frameworks (MAFs)	TBD
3.5	Percentage of countries that have articulated a plan of action specifically for including women's/youth organizations/ representation in their compacts and MAFs	TBD
3.6	Percentage of countries achieving 80% implementation of their action plans	TBD
3.7	Percentage of countries with investment plans that are supported by private capital	TBD
3.8	Percentage of countries with an annual robust business meeting agenda	TBD

OPERATIONS, FINANCIAL AND ADMINISTRATIVE SUPPORT

In order to rapidly set up and support a project of the size, duration and complexity of Africa Lead II, substantial upfront investment is required. Africa Lead II must set up field offices as well as recruit, hire and place staff, expanding from Africa Lead I's relatively small staffing structure to the larger teams called for under Africa Lead II.

RAPID START-UP (FIRST MONTH)

Over the past four decades, DAI has continuously sharpened its capacity to start up and manage programs, including regional multi-component programs with significant grants funds. With existing programs in both Accra and Nairobi and operations throughout East, West, and Southern Africa, DAI has the experience and support team required to ensure swift, effective mobilization and to promptly establish management systems and funding for Africa Lead II staff and program activities. The two regional Senior Organizational Change/Institutional Development Specialists, both of whom have extensive regional and in-country experience in organizational change, join the returning team of Africa Lead I key personnel to ensure a seamless transition between Africa Lead I and Africa Lead II activities.

DAI is prepared for a rapid and efficient start-up of the Africa Lead II — from both an operational and technical perspective. All key personnel will mobilize immediately upon award while the DAI home office start-up teams will deploy within one week of contract signing to establish the Accra and Nairobi offices and fill newly identified long-term positions while ensuring critical continuity with existing staff. An important aspect of establishing the Accra and Nairobi offices includes customizing our Technical and Administrative Management Information System (TAMIS), Field Accounting System (FAS), and subcontracts and grants manuals. The start-up team will be tasked with two objectives. First, it will lay the foundation for reliable and efficient long-term operations, including: establishing project offices, tailoring existing management policies and procedures, setting up DAI's TAMIS and financial systems, and hiring and training Ghanaian and Kenyan staff. The second objective will be to put in place sufficient operational capacity for the regional teams to begin work on activities for specific buy-ins. The start-up team will work closely with the Chief of Party and Deputy Chiefs of Party. Annex A presents a detailed timeline of major operational start-up tasks during the first three months of implementation.

Given the success of Africa Lead I and DAI's extensive program management experience, we do not anticipate significant delays or problems in the first year of Africa Lead II implementation. However, in the event of an unforeseen obstacle to implementation, DAI will maintain regular communication and close coordination with the AOR to ensure timely resolution. In the start-up and implementation of first-year activities, DAI understands that the following areas of program operations can present delays. In anticipation of such delays, we discuss below our plans to ensure smooth operations.

Mobilization and On-Boarding of Staff. Africa Lead II will require a substantial increase in the number of administrative and technical professional staff as program activities expand in scope and frequency. While this can slow the rapid mobilization process, DAI has experience in ensuring the timely identification and mobilization of staff. As an expansion of the current Africa Lead program, Africa Lead II has pre-identified candidates to fill long-term positions and will be able to quickly mobilize trusted and effective staff shortly after award signing. DAI will use the following tactics to ensure timely recruitment of qualified staff:

- Include a recruiter from our home office recruitment team on the Africa Lead II start-up team to assist our Africa Lead II senior staff in the identification and hiring of qualified long-term personnel.
- Capitalize on the robust roster of experienced Ghanaian, Kenyan, and regional professionals that DAI has built through continual on-the-ground presence in both countries since 2000.
- Engage trusted local and regional networks of current and former East and West African employees for references to new talent.

Given our extensive pre-planning, DAI is confident that recruitment will not be an insurmountable obstacle to rapid mobilization.

Buy-ins. While DAI has illustratively developed its technical activities and budget under the assumption of a fully funded five-year program, there remains a level of uncertainty regarding Mission buy-ins. Securing buy-ins drives the expansion of program activities and the achievement of program targets and results. Africa Lead II's plans to generate buy-ins include:

- Working with USAID and the AOR from Day One on the work-planning process to arrive on mutually agreed staff size and activities, based on core funding and buy-in interest following award;
- Employing three Country/Bilateral Relationship Managers per regional office to support the Deputy Chiefs of Party/Regional Directors in liaising with bilateral missions, engaging mission staff, and serving as ambassadors of the Africa Lead II program;
- Proactively providing bilateral missions with a menu of services and activities tailored to their specific needs; and
- Ensuring alignment with Mission priorities demonstrating how Africa Lead II can help missions achieve strategic outputs and goals.

Partnership with USAID in Africa Lead II Implementation. As stated in the Africa Lead II Request for Application (RFA), USAID will be substantially involved during the implementation of this Cooperative Agreement. Areas requiring close coordination include the approval of DAI's annual workplans, reports, M&E plan, and all modifications of these documents; changes to key personnel; sub-awards and grantees not previously approved; and travel outside the approved list of countries in West, East and Southern Africa regions. To ensure efficient and effective implementation of the Africa Lead II Program DAI will:

- Work in close collaboration with USAID (e.g. regular written, email, and telephone exchanges) continuously adapt and remain flexible as the program receives buy-ins and develops its course of implementation; and
- Engage USAID in the work planning and strategy development processes, selection of PAG members, selection of grant recipients, and changes of direction or redirection because of interrelationships with other programs.

Estimated Total Start Up Budget

Project Operational Start-Up		
Start Up	██████████	Operational – <ul style="list-style-type: none"> • Office build out • IT/ systems set up • Equipment • Vehicles • Financial/ compliance training • Staff mobilization

FINANCE AND ACCOUNTING SET UP

During the first 6 months of Africa Lead II start-up, DAI’s FAS will be installed. FAS consists of project accounting software that combines an accounting database back-end with a customized front-end that integrates the program and client needs. Once customized to reflect local labor laws, FAS automates some of the most complex elements of field financial management, including payroll, tax withholding, payment of remittances, cash advance tracking, and monitoring of local subcontract and activity budgets. The system also facilitates day-to-day cash management and includes a reporting feature that allows finance staff to respond to program management and client inquiries with speed and confidence, thanks to FAS’ single set of numbers across all field expenses.

In addition, FAS is a secure software package. It imposes strict controls over financial data and uses assignment of different levels of rights to various users. Time stamps of modified transactions provide an audit trail report with information about transactions and modifications. Through these built-in controls, process automation, and the integration of financial data, the system also creates greater day-to-day efficiencies, resulting in time-saving and maximum utilization of valuable project resources.

A qualified team will travel to each field office to ensure that the program’s FAS is fully functional, that program staff are well-acquainted with the system, and that it is successfully integrated with Oracle, DAI’s global financial reporting and invoicing system. DAI’s finance and accounting team will provide support in two phases:

Phase I

Together with the program finance staff, DAI will customize Africa Lead II’s FAS database based on the program’s specific needs and requirements regarding payroll, tax withholding and

remittances to the local government, bank accounts and wire transfers, and contract-specific requirements such as CLINs or other customized expense tracking. We will also:

- Conduct detailed training for Africa Lead II's finance and administrative staff on end-to-end FAS modules;
- Conduct training for Africa Lead II's finance and administrative staff on implementation of DAI field finance policies and procedures within the context of FAS functionality; and
- Provide direct support to the program's finance staff during the initial stages of expenditures data entry and reporting in the FAS.

Phase II

Phase II effort will involve the following actions:

- Ensure that the program's FAS is fully functional, that program staff are well-acquainted with the system, and that it is successfully integrated with Oracle;
- Provide one- on-one assistance to the finance staff as they go live with FAS for the first time and complete monthly financial cycles;
- Support Africa Lead II's finance and administrative staff on the incorporation of FAS modules and reporting tools into their day-to-day workflow and monthly reporting cycle;
- Africa Lead program finance staff through the completion of the field financial cycle including payroll issuance, review of costs, upload of expenses and journal entries into DAI's Oracle system, and the completion of bank reconciliations using FAS; and
- Conduct final review of FAS Work Instruction Manuals, FAQs, and other user tools, and familiarize staff with the on-going home office support and troubleshooting options available to them.

ESTABLISHING THE GRANTS MECHANISM

Africa Lead II has divided the program budget in line with anticipated funding needs for Component One, Two, and Three. Across all Africa Lead II components, program grants will be used strategically to support systematic capacity building of African institutions, both governmental actors and NSAs. For example, grants funds will support innovative projects from youth, women, Champions for Change, and former interns who may need assistance to start a new initiative. Additionally, grants will be issued to build capacity in training institutions. The Africa Lead II Grants Manager will closely monitor all grantee projects, and all grants will meet the criteria set out in the Program Grants Manual. Other key elements of establishing the grants mechanism includes the following:

- The Africa Lead II Grants Manual will be in full compliance with ADS 303;
- Once specific grant opportunities have been identified, Africa Lead II will publish grant RFAs; and
- The M+E process for grants will be robust, tracking the performance of each grant with baseline and end-point measurements.

Estimated Total Project Operations Budget

Project Operations		
Office Operations January through September 2014	██████████	<ul style="list-style-type: none"> • Office rent • Supplies • Utilities • Vehicle and office maintenance • Insurance/Social Costs • Communications • Financial Management and Reporting • Finance Managers • Coordinators • Field Accountants • HO and Field Support staff • Project Oversight

TIMELINE

Attached, in annex is the timeline for the year 1 work plan for Africa Lead II.

ANNEX I: AFRICA LEAD II YEAR ONE TIMELINE

Major Tasks and Deliverables	Month											
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Consultation, Sensitization, and Establishing Program Oversight												
Task 0.1: Consult with bilateral and regional USAID Missions												
Task 0.2: Consult and collaborate with food security support organizations and programs												
Task 0.3: Establish an AUC-USAID-led Program Advisory Group (PAG)					#							
Component 1: Institutional/Organizational Architecture												
Task 1.1: Develop an action plan for strengthening CAADP institutional capacity at the regional and country level												
Activity 1.1.1: Support stocktaking and consultation for “10 Years of CAADP” retrospective					#							
Activity 1.1.2: Provide capacity building assistance for AUC-DREA in support of CAADP implementation												
Activity 1.1.3: Develop a standard CAADP country-level management capacity assessment system for the AUC												
Task 1.2: Identify key food security institutions, assess their institutional capacity, and provide assistance to strengthen core skills and overall performance												
Activity 1.2.1: Develop a comprehensive institutional assessment methodology							#					
Activity 1.2.2: Conduct institutional assessments of selected African organizations and institutions												
Activity 1.2.3: Develop and implement capacity strengthening plans for select organizations based on completed assessments												
Activity 1.2.4: Measure institutional strengthening progress and identify additional needs												
Task 1.3: Develop and implement specialized leadership training and programs in African institutions												
Activity 1.3.1: Scale up and institutionalize the Champions for Change training												
Activity 1.3.2: Provide customized capacity building support to African institutions												
Activity 1.3.3: Support Young African Leadership Initiative and administer an internship placement program for YALI graduates												
Activity 1.3.4: Design additional specialized leadership and training modules as requested. Additional courses will be designed on a rolling basis as program needs become evident.												
Activity 1.3.5: Build capacity of African institutions to assume roles of Africa Lead II												

Major Tasks and Deliverables	Month											
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Task 1.4: Develop and operationalize systems to measure, track and learn from organizational performance												
Activity 1.4.1: Measure, monitor report on the capacity strengthening performance of key institutions (See task 1.2)												
Activity 1.4.2: Share results for best practices												
Activity 1.4.3: Develop a set of criteria for selection and a standard rating system to assess the performance of selected educational/training delivery institutions												
Component 2: Policy Change/Reform and Alignment Process												
Task 2.1: Design and facilitate Agriculture Policy Learning Exchange (APLE) Events												
2.1.1: Revise and expand the APLE curriculum, and prepare country teams for participation in the APLE	#	#	#	#	#	#	#					
2.1.2: Recruit, hire and train in-country facilitators to assist in preparing and following up with APLE country teams over the next 6-12 months				#								
2.1.3 Provide criteria and support on identification and preparation of country team members					#	#						
2.1.4: Deliver APLE events									#			#
Task 2.2: Strengthen institutional architecture for improved policy and evidence-based policy reform												
2.2.1: Coordinate Africa Lead II's IAA Tool with other assessment tools and findings												
2.2.2: Hold validation workshops to get stakeholder buy-in to IAA findings												
2.2.3: Design and deliver customized packages of technical assistance and training to country teams												
2.2.4: Conduct IAAs for countries and RECs												
Task 2.3: Facilitate adoption of mutual accountability framework and JSR processes												
2.3.1: Conduct rapid JSR readiness assessment of FTF and FTF-aligned countries				#								
2.3.2: Provide TA and training to target countries to administer JSR process, including constitution of necessary JSR working groups, preparation for JSR meetings, and participation in meetings												
2.3.3: Explore potential for study tours to countries with good practice JSRs Bangladesh is highlighted as one such good practice case.												
Component 3: Promoting Effective Participation of Non-State Actors in the Policy Process												
Task 3.1: Build capacity and legitimacy of NSA groups to engage in CAADP policy process												
3.1.1: Hold consultations to coordinate strategies for NSA strengthening				#	#							
3.1.2: Identify, prioritize, assess and select NSA groups					#	#						
3.1.3: Develop and pilot capacity building program for NSA strengthening						#	#		#	#	#	#

Major Tasks and Deliverables	Month											
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
3.1.4: Follow-up with NSA groups to facilitate progress on action plans												
3.1.5: Provide intensive support to exceptional NSA networks/coalitions						#	#					
Task 3.2: Strengthen business leadership capacity of African farmer groups to engage in policy processes												
3.2.1: Identify priority FBOs for year 1 and develop schedule for conducting assessments						#						
3.2.2: Develop customized support packages & PMP systems for targeted FBOs and develop baseline data							#					
Task 3.3: Strengthen Agribusiness leaders for policy engagement												
3.3.1: Identify priority agribusiness associations for year 1 and develop schedule for conducting assessments						#						
3.3.2: Develop customized support packages & PMP systems for targeted agribusiness and develop baseline data							#					
Task 3.4: Strengthen the ability of African civil society to support farmers												
3.4.1 Mobilize youth leadership for involvement in agriculture and food security								#				
3.4.2 Develop strategy to support women farmers and agro-processors						#	#					
3.4.3 Develop strategy to strengthen media engagement with CAADP & food security								#				
Knowledge Management, Communications and Reporting												
Task 1: Buy-in Services												
Activity 1.1: Support program launch and other high level activities												
Activity 1.2: Manage and promote Africa Lead II social media platforms												
Activity 1.3: Design and develop networking platform for Champions												
Task 2: Program Services												
Activity 2.1: Develop and disseminate program publications												
Activity 2.2: Design, develop, and maintain Africa Lead II website					#							
Activity 2.3: Produce quarterly and annual reports				#			#			#		
Monitoring and Evaluation												
M&E Task 1: Develop Results Framework (RF) and preliminary performance indicators.		#										
M&E Task 2: Develop preliminary performance indicator reference sheets (PIRS) for all RF indicators		#										
M&E Task 3: Establish baselines and annual performance targets												
M&E Task 4: Produce Final PMP including performance indicator definitions, baseline data, identification of data sources and collection methodology			#									

Major Tasks and Deliverables	Month											
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
M&E Task 5: Conduct surveys, collect data and report progress against indicators to feed into quarterly and annual reporting				#			#				#	
Project Start-Up												
Pre-deployment												
Sign contract	#											
Confirm availability and mobilization dates of key personnel												
Conduct start-up call with COR to discuss mobilization												
Identify recruitment needs for local staff (including key personnel)												
Mobilize initial "advance" start-up team												
Mobilize Deputy Chiefs of Party												
Develop scopes of work and place ads for project staff positions in consultation with DCOPs		#										
Finalize local hire employment agreement template		#										
Mobilize Grants Manager												
In country start-up												
Hold initial meetings with USAID												
Set up project bank accounts												
Begin registration process for Africa Lead II Project with Government of Kenya and Ghana, if required												
Recruit and hire local staff												
Identify office space and negotiate lease agreement												
Set up project office with furniture and computer equipment												
Establish project office filing and administrative systems												
Set up field office finance systems												
Finalize procurement guidelines and forms												
Finalize project operations manual				#								
Finalize grants manual												
Train staff in DAI administration, management, and financial systems												
Identify stakeholders for sector working groups and hold kickoff meetings												
Hold project Orientation and launch event				#								