

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

QUARTERLY REPORT
OCTOBER–DECEMBER 2015



Cover photo: Program Design Course for Ministry of Finance, Real Sector Division, Ada-Ghana, October 2015.

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Program Title: Feed the Future: Building Capacity for African
Agricultural Transformation (Africa Lead II)

Sponsoring USAID Office: USAID Bureau of Food Security

Award Number: AID-OAA-A13-00085

Awardee: DAI

Date of Publication: January 2016

Author: Africa Lead II Team

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

Contents

Acronyms	iii
Executive Summary	1
Africa Lead Key Accomplishments	1
Upcoming Activities	7
Accomplishments	13
Capacity Development Services	13
Policy Process Services	21
Knowledge Sharing Services	26
Annex A: Africa Lead East and Southern Africa Regional Office Activities	31
Annex B: Africa Lead West Regional Office Activities	36
Annex C: Africa Lead Bethesda Office Activities	44
Annex D: Africa Lead Mozambique Office Activities	48
Annex E: Indicators Performance Tracking Table (IPPT)	50

Acronyms

AFAP	African Fertilizer and Agribusiness Partnership
APIX	Investment Promotion Agency (Senegal)
AUC	African Union Commission
AUC-DREA	AUC Department of Rural Economy and Agriculture
BOS/PSE	Bureau Opérationnel de Suivi du Plan Sénégal Émergent / Office of the Plan Sénégal Émergent (PSE)
C4C	Champions for Change
CAADP	Comprehensive Africa Agriculture Development Program
CILSS	Comité permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel/Permanent Interstate Committee for Drought Control in the Sahel
CNC	CAADP NSA Coalition
CORAF	Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles/ West and Central African Council for Agricultural Research and Development
CTA	Confederation of Business Associations (Mozambique)
ECOWAS	Economic Community of West African State
FMARD	Federal Ministry of Agriculture and Rural Development (Nigeria)
FTF	Feed the Future
IAA	Institutional Architecture Assessments
IFPRI	International Food Policy Research Institute
IS&R	Implementation Strategy and Roadmap for Malabo Declaration
JSR	Joint Sector Review
LGA	Local Government Authority (Tanzania)
NAIP	National Agriculture Investment Plan
NPCA	NEPAD Planning and Coordination Agency
NSA	Non-State Actor
OCA	Organizational Capacity Assessment
OFOR	Office des Forages Ruraux/Rural Wells Office (Senegal)
PAPAC	Platform for Agricultural Policy Analysis and Coordination, Tanzania
RESAKSS	Regional Strategic Analysis and Knowledge Support Systems
SPEED	Support Program for Economic Enterprise Development (USAID)
TAMIS	Technical and Administrative Management Information System (DAI)



Executive Summary

Africa Lead II (hereinafter referred to as “Africa Lead”) is a program dedicated to supporting and advancing agricultural transformation in Africa as proposed by the African Union Comprehensive Africa Agriculture Development Program (CAADP). Simultaneously, it contributes to USAID’s 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’s staff draws widely from across the continent and operates out of offices in Accra, Ghana, Nairobi, Kenya, and Bethesda, USA, with country representatives in Senegal, Tanzania, and the Democratic Republic of Congo.

This report covers the program’s major accomplishments and outputs from October through December 2015. It covers the support and training that Africa Lead provides partners to improve institutional capacity to manage agricultural development and promote the effective, inclusive participation of non-state actors in the policy process, and the co-facilitation, logistical support and research that Africa Lead provides our partners to strengthen their capacity to manage and implement the policy change and alignment process. Activities and methods that involve consultation and coordination with food security organizations that contribute to evaluating impact and sharing learning are also included.

The full report delves more analytically into Africa Lead’s quarterly accomplishments, focusing on key results to learn from beneficiaries how the support of Africa Lead has changed behavior, improved leadership, and/or positively affected the performance of organizations, systems, and networks. This full version is available on Africa Lead’s website or from an Africa Lead office (<http://africleadftf.org/>).

AFRICA LEAD KEY ACCOMPLISHMENTS

EAST & SOUTHERN AFRICA PROGRAM HIGHLIGHTS

- Delivered Champions for Change (C4C) leadership training in the Kenyan counties of Siaya and Kisumu, and tailored leadership training to Bomet County’s agricultural extension officers at the request of the Bomet County Governor. A key feature of this tailored leadership training is to strengthen commitment at the newly empowered county level for innovation in the governance of agriculture.
- Delivered C4C training to the Manyara Local Government Authority (LGA) in Tanzania. Part of a concerted effort to provide leadership training and new information on CAADP under the Malabo Declarations to Tanzania’s local government agriculture authorities, the training in Manyara LGA is part of a broader effort to empower local government authority officials in the nine Tanzanian LGAs in USAID/Tanzania’s Zone of Influence on food security and nutrition.
- Provided technical and logistical support to the Horn of Africa (HOA) Joint Planning Cell (JPC) Resilience Learning Workshop in Nairobi on November 8–9. The purpose of this workshop was to improve understanding of how USAID members of the JPC contribute to the overall vision of increasing social stability and economic growth in the dry lands of the Horn of Africa.
- Supported and attended USAID/Kenya’s Feed the Future Implementing Partners meeting in Nairobi on October 15. This periodic meeting helps to ensure coordination and information sharing across food security and agriculture programs supported by USAID/Kenya. Africa Lead provided technical input in planning the program.



- Supported and facilitated a team-building retreat for USAID/East Africa's Regional Economic Integration Office on October 26–30. This support involved interviews and helping to structure the retreat and identifying expected outcomes.
- Identified companies for the East Africa “Inspiring Youth Agribusiness Entrepreneurship” and Tanzania Women and Youth Media Activity Impact assessment. Evaluating these large multimedia efforts is a part of an adaptive learning approach to programming.
- Presented preliminary findings of the African Fertilizer and Agribusiness Partnership (AFAP) Organizational Capacity Assessment (OCA) to the AFAP Board of Directors. Africa Lead, through USAID/East Africa and the Bureau for Food Security, is partnering with AFAP to build capacity and networks for the promotion of strong private sector-led fertilizer delivery systems.
- Completed final report of the Rwanda Empty Pesticide Container Pre-Feasibility Study, which was requested by the Rwandan Ministry of Agriculture to provide advice on improved ways to expose or repurpose empty pesticide containers without causing environmental damage or negative health effects.
- Facilitated Technical Convening on Policy for the Implementation of Malabo Goals in Lusaka, Zambia, on September 28. The objective of this session was to identify policy and institutional reforms to strengthen the ability of public and private sector agencies to achieve the goals and targets of their national agriculture investment plans.
- Provided logistical and planning support for USAID/East Africa-supported Partnership for Economic Growth multi-stakeholder visit to Turkana County, Kenya, on October 5–7, strengthening knowledge-sharing and inclusiveness.
- Conducted a rapid training needs assessment of the Tanzania Government Platform for Agriculture Policy Analysis and Coordination (PAPAC) and agreed on a training and technical assistance program. The PAPAC, launched in February 2015, was set up by the Ministry of Agriculture to increase the participation of private sector and research stakeholders in tackling chronic problems affecting the sector.
- Attended the Tanzania Private Sector Foundation multi-stakeholder Business Enabling Environment Conference broadening the understanding of opportunities for and barriers to agribusiness development.
- Met with Egerton University Deputy Vice Chancellor to explore institutionalization of Africa Lead's Champions for Change (C4C) leadership training curriculum and other training opportunities at the university. This meeting is part of a broader, program-wide effort to extend and sustain the leadership training designed and delivered by Africa Lead.
- Participated in the Tanzania Policy Analysis Group (PAG) meeting to plan for PAG's annual policy conference scheduled for early 2016. The PAG is a coalition of non-state actors who are stakeholders in agriculture policy and meet regularly to consult on how best to engage in the policy process.
- Participated in a policy conference organized by Kenya's Tegemeo Policy Institute and met with Tegemeo and Egerton University leadership to review and agree on Terms of Reference for a planned Organizational Capacity Assessment of Tegemeo.
- Met with Sokoine University Graduate Entrepreneurs Cooperative (SUGECO) leadership in Morogoro, Tanzania, to kick off an organizational strengthening assistance program. SUGECO is an innovative program loosely affiliated with Sokoine University of Agriculture (SUA) with the aim of supporting innovative, knowledge-intensive startup firms in the agricultural and agribusiness sectors.
- Met with USAID/Zambia in Lusaka to explore possible Africa Lead buy-in to expand prior Africa Lead support in updating and improving agricultural sector development.
- Collaborated with the African Seed Trade Association (AFSTA) in developing an approach to conducting an Organizational Capacity Assessment for AFSTA, a pan-African private sector organization representing, promoting, and supporting private seed enterprises across the region.
- Conducted initial scoping with USAID/Malawi on possible Africa Lead buy-in support on agricultural policy. The purpose of the buy-in will be to see how

initiatives supported by USAID/Malawi have affected the agriculture policy space as measured by an institutional architecture assessment of agriculture policy.

- Designed, in collaboration with the USAID-funded AHADI team (Agile Harmonized Assistance for Devolved Institutions), Africa Lead resilience capacity strengthening activities for five arid and semi-arid counties in Kenya. These counties are among the poorest and most fragile counties in the country and need specialized focus on how to build economies based on livestock production.
- Supported Mozambique's Tax Authority in developing the concept of Authorized Economic Operators, and to revisit the debate around migration to a risk-based strategy for import management.
- Analyzed legislation affecting the fertilizer sector with the innovative Mozambique national fertilizer platform, AMOFERT.
- Audited the existing legal framework and made recommendations for reform to land titling procedures and speeding up the issuing of titles while removing discretion for the Ministry of Land and Rural Development, Mozambique.
- Contributed two chapters to a book detailing the opportunities and challenges facing small and medium-sized enterprises (SME) by GIZ and Mozambique's SME Institute, IPEME. The chapters cover 2014 SME survey results and local content and options for Mozambique to incorporate SMEs into a local content policy.
- Responded to request from the Mozambican Electricity Company to help evaluate, redesign, and modernize the current procedures for establishing new electricity connections for businesses.
- Completed a study for the Confederation of Trade Associations (CTA), Mozambique that identified the measures to restrict the entry and employment of foreigners into the country. Seventeen major types of barriers were identified and elaborated on in the report, which recommends the enforcement of existing legislation as a way to manage immigra-

tion and employment and end the current discretionary and arbitrary actions.

- Co-hosted workshop with Michigan State University providing an opportunity for the Mozambique's leading thinkers to reflect on the opportunities and challenges the country offers and has faced, and what has been done to overcome barriers, and the direction the agriculture sector should take.
- Held working sessions with representatives from the Mozambique Tax Authority and Customs, Directorate for Support to the Private Sector, Institute for Export Promotion and the Standards and Quality body, to verify the self-assessment undertaken in 2014.
- Supported and participated in the 8th Land Forum which took place in Beira, Mozambique, in October. The forum provided the opportunity for more than 300 private sector, public sector, and civil society participants to voice concerns regarding challenges around access to land.
- Delivered a workshop in partnership with PricewaterhouseCoopers to explain the mechanics of value-added taxes and the impact of exemptions to CTA members with a view to enabling CTA to comment on the reform proposals presented by government.
- Organized the sixth High Level Business Advisory Working Group (BAWG) meeting on the New Alliance to discuss possible opportunities for members for financing opportunities and investment facilitation. The central agenda item was common challenges faced by the Letter of Intent companies and the best way to address these with the Mozambican government.

WEST AFRICA PROGRAM HIGHLIGHTS

- Operationalized the newly established Permanent Inter-State Committee for Drought Control in the Sahel (CILSS) monitoring and evaluation system with a one-week training in Burkina Faso and began to provide support from subcontractor Catalyst to Development (C2D) agency to improve CILSS monitoring and evaluation.



- Participated in CILSS Annual Partners' meeting. CILSS is one of the regional organizations to which Africa Lead is providing capacity building support, so this was an opportunity to learn more about CILSS, its network and users of the services it provides.
- Prepared a report on the status of non-state actor commitments in the Economic Community of West African States Agriculture Policy (ECOWAP) Compact for the regional Joint Sector Review (JSR) and presented the findings to the JSR steering committee in Lome, Togo. This report is considered part of the mutual accountability process that JSRs strengthen under Malabo. It relates to the push for greater inclusiveness of business and civil society in agricultural policy improvement.
- Facilitated the ECOWAP JSR report validation workshop in Lome, Togo, on November 6–8. The ECOWAP JSR review and validation workshop was the first regional mutual accountability exercise to review agriculture sector performance against plans and targets of the regional agriculture investment plan.
- Conducted field interviews with donors in Lome, Togo, for the Economic Community of West African States Agriculture Policy (ECOWAP+10) donor commitment report. Presented the findings and recommendations to key stakeholders at the International Conference on Agriculture in West Africa (ECOWAP+10).
- Organized conference venue, bilingual translation services, and logistical arrangements for convening of four convenings: Economic Community of West African States (ECOWAS) Ministerial Meeting, Regional Rice Business Meeting, West Africa Agriculture Productivity Program (WAAPP) forum, and the International Conference on Agriculture in West Africa (ECOWAP+10) in Dakar, Senegal.
- Facilitated an inception meeting with the Executive Secretariat and Governing Board of West and Central African West and Central African Council for Agricultural Research and Development/Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles (CORAF/WECARD) to kick off the implementation of the institutional audit in Dakar, Senegal. This activity, requested by USAID/West Africa, will help establish a performance baseline that will be used to assess performance improvements that will arise from this collaboration and partnership with CORAF/WECARD.
- Sponsored the participation of a CORAF/WECARD Young Professional Intern in the Youth in Landscapes Initiative workshop in Paris, France, which focused on developing teamwork skills that are essential for collaborative problem solving and pitching solutions at a professional level.
- Designed and delivered a Training-of-Trainers on the C4C Leadership Training Curriculum to 25 Ghanaian trainer/facilitators in Koforidua, Ghana, on September 28–October 2. Africa Lead's Leadership Trainers have become one of the main means by which leadership training is being sustained and expanded across the continent.
- Supported attendance of and accompanied a representative of Ghana's African Youth Network for Agribusiness and Technology (AYNAT) to an Agribusiness Incubation Conference in Nairobi, Kenya, on September 28–October 2. Among other goals, AYNAT seeks to support agribusiness incubators to accelerate innovation in agriculture.
- Delivered a course on program design to enhance the capacity of Ghana Ministry of Finance-Real Sector Division Agribusiness Unit staff to develop their FY2016 work plan and implement their government-to-government (G2G) grant with USAID. Also facilitated a stakeholders' consultative meeting for unit staff to gather recommendations to finalize their work plan.
- Co-facilitated a learning session on CAADP and the Malabo Declarations and sponsored participants to the Ghana Rural Women's Day celebration under the theme, "The International Year of Soil, and Women Access, Use, and Control of Land," and showcased Africa Lead's services to more than 1,000 women participants.
- Facilitated the second year work-planning workshop for the USAID-funded University of Cape Coast,

Ghana-Fisheries and Coastal Management Capacity Building Support Project.

- Organized and facilitated a planning meeting with Africa Lead's Champions for Change networks in Ghana to refine and prioritize each network's objectives and actions and to jumpstart knowledge sharing and coordination.
- Participated in the Agricultural Policy Support Project's (APSP) Seed Sector Stakeholders meeting organized in collaboration with the Seed Producers Association of Ghana and the Seed Trade Association of Ghana, which resulted in the establishment of the National Seed Trade Association of Ghana.
- Participated in the Ghana Grains Council Pre-Harvest Agribusiness Forum in Tamale, Ghana, taking advantage of this session to present the work of Africa Lead in Ghana, the region and Africa.
- Developed a one-year activity buy-in scope of work and budget in consultation with USAID/Guinea and the Ministry of Agriculture on deepening its internal capacity to strategically support agricultural transformation.
- Established collaboration with International Food Policy Research Institute (IFPRI)/West Africa to assess the policy and institutional environment for the implementation of Guinea's national agricultural policies and investment plan.
- Conducted a five-day monitoring and evaluation operationalization and results-based management training for 100 Federal Ministry of Agriculture and Rural Development (FMARD) staff in Abuja, Nigeria.
- Began a two-year Democratic Republic of Congo (DRC) program for improvement in agriculture sector policy and program coordination and implementation of the new agriculture law. This program is being supported by USAID/DRC and begins with a political economy analysis to help determine what Africa Lead should focus on.
- Designed capacity development plans for Senegal's core investment promotion and development (including agribusiness investment) agencies, Bureau Opérationnel de Suivi du Plan Sénégal Émergent (BOS/PSE) and Promotion des investissements et grands travaux/ Investment Promotion Agency, Sénégal (APIX), and facilitated a validation meeting with BOS.
- Organized two performance management workshops for Office des Forages Ruraux/Rural Wells Office, Senegal (OFOR) staff to set standards for strengthening professional development and accountability for this new rural water supply agency.
- Co-organized with Senegal Ministry of Agriculture Department of Analysis, Planning and Agricultural Statistics, an agriculture Joint Sector Review on October 8-9 for 224 participants. Supporting JSRs as key processes for strengthening mutual accountability in agriculture is a core purpose of Africa Lead's capacity building.
- Provided facilitation support for the RESAKSS-led agriculture sector JSR assessment workshop in Benin that assesses the strengths and weaknesses of a country's agriculture sector mutual accountability processes and identify ways to align them to CAADP as articulated in the Malabo Declarations.
- Participated in the one-day IFPRI meeting to set up the Projet d'appui aux Politiques Agricoles/Agricultural Policies Project (PAPA) network of local expert institutions that will be involved in the implementation of research and economic modeling activities.
- Participated in the USAID/Ghana Economic Growth implementing partners monitoring and evaluation staff working group meeting to share techniques and approaches.
- Participated in the USAID/Senegal Economic Growth Office Implementing Partners and Policy Group meeting to develop a table identifying areas of possible cross-project collaboration.
- Attended the two-day technical meeting to support preparation of the technical guide and road map for the appraisal and preparation of next generation of national agriculture investment plans in Dakar, on November 23–24.



BETHESDA PROGRAM HIGHLIGHTS

- Participated in the multi-stakeholder partnership and dialogue AGRA (Alliance for a Green Revolution in Africa) Annual Meeting/The African Green Revolution Forum (AGRF 2015) on September 29–October 2 on “Walking the Talk of Youth and Women—Bringing Inclusive Agricultural Markets to Life” and held numerous side meetings with our African Union Commission(AUC)/Department of Rural Economy and Agriculture (DREA) team partners, donors, NEPAD Planning and Coordinating Agency (NPCA), and non-state actors who were also attending.
- Served as rapporteur for the Inaugural Conference of the African Union Specialized Technical Committee (STC) on Agriculture Expert and Ministerial sessions in Addis Ababa, Ethiopia. The STCs are responsible for preparing projects and programs of the African Union ensuring the supervision, follow-up, and evaluation of the implementation of decisions.
- Participated in meetings with the AUC Agriculture Commissioner to discuss proposed detailed 2015–2016 timeline for roll-out of the CAADP Malabo Implementation Plan and Aide Memoire and follow-up actions.
- Participated in a meeting with the USAID-funded National Alliance Partnership Program (NAPP) in which NAPP presented initiatives to develop non-state actor networks/partnerships on food security in Uganda, Tanzania, Malawi, Zambia, and Ghana.
- Finalized first grant disbursement for Agency for Cooperation and Research in Development (ACORD) in its capacity as fiduciary for the CAADP Non-State Actors Coalition (CNC), a key partner for Africa Lead in building non-state actor capacity to engage effectively in mutual accountability processes for agriculture and food security at continental, regional, and country levels under CAADP Malabo Declarations.
- Co-facilitated a two-day CAADP/ECOWAP sensitization workshop for 28 non-state actor representatives from nine West African countries in Dakar, Senegal, on November 14–15, reviewing non-state actor recommendations from the West Africa JSR assessment and validation meeting in Lome. One outcome of the workshop was revised recommendations presented at the ECOWAS-led ECOWAP+10 review meeting on November 17-19 in Dakar.
- Finalized and sent detailed guidance documents on thematic cluster descriptions for AUC/DREA to consider during their retreat in Cape Town, South Africa. The clusters describe a new, more thematic way of organizing technical teams within AUC/DREA.
- Conducted procurement for a specialized seed consulting organization to conduct studies and training on Early Generation Seeds Systems and approaches to optimal public-private collaboration for their development and increased access of farmers to seeds of new varieties.
- Provided technical and operational orientation to four seconded staff for AUC/DREA whose mandate is to: 1) support monitoring and strengthening of New Alliance Cooperation Frameworks at the country level and 2) provide senior level advice to the Commissioner of Rural Economy and Agriculture.
- Facilitated a session on “Strengthening Local Policy Partnerships” and provided logistical support to and participated in the Bureau of Food Security Policy Division Partners Meeting in Washington, D.C., in December, where 90 partner representatives and USAID colleagues met to identify ways to accelerate policy change and policy capacity through mutual learning and collaboration.
- Began procurement for a specialized organizational development expert to lead a technical network establishment and support activity. The technical network activity will provide support for the establishment of networks that can accelerate and deepen progress towards achievement of key objectives of the Malabo Declarations.
- Contracted consultants to lead the DRC political economy analysis that will focus on analyzing the feasibility of Africa Lead partnerships in support of improved agriculture policy and program coordination and passage of an agriculture law that will accelerate transformation and productivity improvements in DRC agriculture.

- Maintained coordination with IFPRI/RESAKSS on JSR processes (JSR Reviews and JSR Action Plans) by participating in weekly/bi-weekly conference calls.
- Participated in half-day planning and coordination meeting with USAID, IFPRI, and AUC/DREA on support for acceleration of Malabo Declaration Implementation Plan and Road Map.
- Prepared professors of the Agriculture and Agribusiness Institute (ISAE) of Senegal's Universite Cheick Anta Diop (UCAD) to institutionalize Africa Lead's Champions for Change Leadership and Change Management Course which can then be replicated in other institutions of tertiary education elsewhere in Africa.
- Analyzed performance data from TAMIS and feedback surveys, reviewing and consolidating program-wide monitoring and evaluation inputs to Mission buy-in performance monitoring plans to provide overall analysis of Africa Lead. Results prepared for annual report Indicators Performance Tracking Table and Key Results map on Africa Lead website.
- Maintained active streams of social media to share reports, opportunities for requests for proposals, and partner news by directing users of Facebook and Twitter to the Africa Lead website with upwards of 45,000 users viewing Facebook posts in Mozambique alone.

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

- Initiated action groups established during September Africa Lead retreat to improve effectiveness and efficiency concentrating on work planning, cross-team coordination, streamlining operational systems and processes, and harmonizing and sharing tools.
- Redesigned annual work plan to serve as a “living document” planning and reporting tool geared more toward a model of service delivery and partner ownership for Africa Lead's activities. The more there is a demand for our services, the more we leverage the investment of our partners and enhance the sustainability of our outcomes.
- Collaborated with a graphic designer to develop a new format and approach to telling the Africa Lead Year Two story in an annual report that inspired the development of case studies, infographics, and addressed lessons learned.
- Created and submitted eight narratives and data sets on Feed The Future (FTF) to the FTF Monitoring System (FTFMS) annual reporting database for all buy-in USAID missions and headquarters units.
- Developed new monitoring and evaluation tools and reviewed/refined existing ones following up on customized training and short courses.
- Increased the use of video to interview partners and capture events for both information-sharing and learning purposes supplementing our online Flickr photo albums.
- Analyzed organizational capacity assessment and organizational development lessons to date to learn how effectively this technical assistance is being received by our partners.
- Drafted “mini-assessment” of the Program using a mix of qualitative and quantitative methods such as case study analysis, focus group discussions, surveys, and a modified organizational capacity assessment to illustrate how Africa Lead's interventions are contributing to improved capacity and performance of individuals, institutions and networks, and ultimately to systems changes.

UPCOMING ACTIVITIES

These upcoming activities are based on what has been articulated in Africa Lead's Year Three work plan and Mission buy-ins to date. We anticipate completing, and in some cases launching, the tasks below during the upcoming quarterly reporting period (January–March 2016).

EAST & SOUTHERN AFRICA PROGRAM

- Conduct organizational capacity assessment for the African Seed Trade Association (AFSTA) whose mission is to promote trade in quality seed and technologies in Africa for the benefit of members and farmers.



- Conduct C4C training for six FTF counties in Kenya (Busia, Machakos, Kitui, Nandi, Vihiga, Kakamega) as part of Africa Lead's ongoing training program for Kenyan county government officials aimed at strengthening the commitment of newly empowered county-level officials for innovation in the governance of agriculture.
- Facilitate organizational capacity assessment validation workshops for the Bomet and Taita Taveta counties with relevant and affected stakeholders to discuss report findings and determine next steps.
- Facilitate Kenya institutional architecture assessment validation workshop, including identification of key follow-on actions for possible Africa Lead support such as policy learning events as well as facilitation of the development or review of specific policy issues.
- Facilitate a refresher to the Malawi institutional architecture assessment Africa Lead undertook in 2013 to determine the current capacity for policy change management, and the changes or progress that have occurred since.
- Finalize AFAP organizational capacity assessment report and identify areas for further technical assistance. The report will be shared with the AFAP management team, the USAID/East Africa management team, the Bureau for Food Security management team and together with Africa Lead, the relevant parties will begin to craft a technical assistance plan.
- Begin implementation of the SUGECO institutional strengthening activity to help fortify their strategic, operational and overall organizational capacity focusing on a small number of concrete activities that are intended to give SUGECO a clear purpose and direction.
- Participate in the Policy Analysis Group (PAG) bi-monthly meeting in February in Tanzania joining the multi-stakeholder convening to confer on agriculture and food security policies.
- Conduct Customized C4C policy capacity building training for Platform for Agricultural Policy Analysis & Coordination team to coordinate agricultural policy development in Tanzania as part of implementation of specialized meteorological measuring format, ASDSII, and the country's response on commitments to CAADP and Malabo Declaration Goals.
- Complete technical assistance for Platform for Agricultural Policy Analysis & Coordination policy communication strategy to improve its systems and tools for policy advocacy, engagement with stakeholders, and communicating outcomes/impacts of policy reforms while also improving its ability as convener of CAADP-related activities overall.
- Provide printing and branding support for the Annual Agricultural Policy Conference to launch Tanzania's new Agricultural Sector Development Strategy (ASDS2) in February 2016, organized jointly by all Policy Analysis Group members.
- Provide facilitation, logistics, and travel support for the Seed Mutual Accountability Meeting of Common Market for Eastern and Southern Africa, COMESA, seed actors to monitor progress on the implementation, and validate the monitoring and evaluation system for COM-SHIP seed trade harmonization in Ethiopia in February 2016.
- Provide logistical support for the Intergovernmental Authority on Development (IGAD) Summit.
- Provide logistical support for the Development Objective 2 Partners meeting in Tanzania for 175 people—including USAID, Tanzanian government officials, and USAID implementing partners—to: share project implementation updates, gain enhanced understanding and coordination amongst projects, and share best practices.
- Provide support for the arid and semi-arid lands in Kenya partnering with sister USAID project, AHADI, to address concerns related to improving resilience in line with the National Policy for the Sustainable Development of Northern Kenya and Other Arid Lands. Africa Lead will begin by undertaking a needs assessment in February 2016 that will inform future programming objectives as well as curriculum development.
- Complete a study bringing together work already undertaken in Mozambique on areas such as com-

petitiveness, industrial policy, sugar, and pigeon peas, along with the experience of the Letter of Intent companies (potential investors under the New Alliance framework) to identify what bottlenecks are affecting selected value chains and what alternatives exist in the short, medium and long term to remove these bottlenecks and stimulate production without resorting to protectionism.

- Undertake a field mission in the second quarter to carry out further consultation with Mozambican government and other stakeholders around the draft decree for Cessão de Exploração land leasing regulations with a revised draft to be provided within the second quarter.
- Support The Mozambique Tax Authority to add new content and redesign the website and trade portal in line with WTO Bali Trade Facilitation Agreement (TFA) requirements and taking account of the need to build capacity within the authority to manage the site and to ensure sustainability.
- Continue to provide technical assistance to Mozambique's Confederation of Trade Associations (CTA) to respond to the policy reforms required to improve the business environment specifically linked to the organization's strategic plan, namely: improving the public-private dialogue process; strengthening proposals for reform put forward by the private sector; promoting associative and business development; improve the ability of CTA to provide services for its members; ensuring good governance; and improving CTA's image.

WEST AFRICA REGIONAL PROGRAM

- Develop an action plan for the ECOWAS Gender Group following the ECOWAS High Level Forum of Climate-Smart Agriculture Stakeholders in West Africa.
- Facilitate a consultative meeting with Réseau des Organisations Paysannes et de Producteurs Agricoles de l'Afrique de L'Ouest/Network of Farmers' and Agricultural Producers' Organizations of West Africa (ROPPA) Executive Secretariat staff to prioritize their capacity needs and prepare a capacity development plan.

- Recruit two Young Professional Interns to support Savanna Agricultural Research Institute program management activities.
- Recruit and place five young professionals over a 12-month period at the ECOWAS Department of Agriculture and Rural Development, CORAF/WECARD and CILSS.
- Complete CORAF/WECARD institutional audit and report for presentation to key CORAF staff, Governing Board and select members of its donor group in Dakar, Senegal.
- Organize C4C Leadership training for selected staff of the University of Ghana, University of Cape Coast, Savanna Agricultural Research Institute, Real Sector Division of Ministry of Finance, Ministry of Food and Agriculture, and Ghana Commercial Agricultural Project.
- Deliver policy advocacy and alliance building courses for 36 Champions for Change network leaders in Ghana.
- Provide technical assistance to nine Ghana Champions for Change networks in the implementation of their 2016 action plans.
- Conduct first regional JSR in the northern region of Ghana.
- Design and deliver a results-based management course to Ghana Ministry of Finance Real Sector Division staff.
- Award organizational strengthening capacity building grants to African Youth Network for Agricultural Transformation, Inland Culture Fisheries Association of Ghana, Savanna Integrated Rural Development Aid, and Business and Development Consultancy Centre.
- Conduct policy and institutional review in collaboration with IFPRI West Africa and facilitate agriculture stakeholders meetings in Conakry, Guinea.
- Design and conduct a strategic planning and visioning workshop to develop a five-year strategic plan and facilitate an organizational capacity assessment



and develop a capacity strengthening plan for the Ministry of Agriculture, Guinea.

- Provide technical support in the form of coaching to the 17 departments and seven units of Federal Ministry of Agriculture and Rural Development (FMARD), Nigeria.
- Build the capacities of 25 desk officers in FMARD, Nigeria, in results-based management and monitoring and evaluation for effective collaboration and implementation of their Sustainable Development Goals.
- Deliver Africa Lead's C4C Leadership course for government decision-makers in DRC and organize policy review and prioritization workshops to examine policy issues.
- Conduct a political economy analysis of the agricultural process in the DRC.
- Conduct organizational capacity assessments for at least three key organizations in DRC.
- Provide logistical and technical support to the multi-donor group, GIBADER, and the donor working group, Groupe Thematique, in DRC and facilitate capacity strengthening activities requested by the group.
- Facilitate a teambuilding and strategic visioning workshop with Direction d'Appui au Secteur Privé/Ministry of Economy, Finance, and Planning Senegal.
- Organize a one-day workshop with Promotion des investissements et grands travaux/Investment Promotion Agency (APIX), Senegal, for senior management of partner institutions involved in the establishment of regional investment platforms.
- Hold consultative meetings with Direction de l'Analyse, de la Prévision et des Statistiques Agricoles/Directorate for Analysis, Forecasting and Agricultural Statistics (DAPSA) to follow up on the 2015 JSR recommendations and develop a road map for the 2016 JSR.

- Collaborate with Bureau Opérationnel de Suivi du Plan Sénégal Émergent / Office of the Plan Sénégal Émergent (BOS/PSE) to organize a three-day FY16 planning workshop to identify key indicators to be reported on to the council of Ministers.
- Work with APIX to organize a high-level meeting for the top management of targeted partner institutions to share and discuss their respective engagements.
- Meet with the National Board for Employers of Senegal (Conseil National des Employeurs du Senegal) and the National Council of Employers (Conseil National du Patronat, CNP) to explore their agricultural-related activities at the national and regional levels.

BETHESDA PROGRAM

- Conduct NSA mapping exercises in Senegal, Nigeria and Ghana ahead of African Union Partnership Platform meeting in April 2016.
- Facilitate Champions for Change Training-of-Trainers' Leadership short course for volunteer facilitators to scale up the cascade training program for Ghana, Senegal and Nigeria.
- Initiate the design phase of a new Training-of-Trainers course for Africa Lead Master Trainers on Curriculum Design, Coaching and Mentoring (with ESA and WA staff).
- Organize sensitization workshops on processes for engagement on CAADP policies, in particular the Malabo Declaration agenda and the JSR reviews for NSAs in Senegal, Ghana and Nigeria.
- Support the Tanzania NSA Mapping pilot review meeting (early April), and NSA/CNC Side Meeting at the CAADP PP (April 11–15).
- Select and orient a specialized organizational development expert contracted to lead a Technical Network Establishment and Support Activity (selection committee includes AUC/DREA, NEPAD/NPCA, and Africa Lead's Director and Deputy Technical Director).

- Recruit, identify and contract with consultant to develop an Operational Plan for AUC/DREA to be presented during the CAADP Partnership Platform meeting.
- Review, discuss and agree on the New Alliance Work plan with the New Alliance team, the DREA Director and USAID.
- Coordinate with IFPRI/RESAKSS and AUC/DREA on support to the Joint Sector Review process and the New Alliance Progress Report process for 2016.
- Support the ongoing Early Generation Seeds studies and upcoming validation workshop in Addis in February.

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

- Continue to transition work plan from static to dynamic to complete its transformation as a “living document” that simultaneously serves planning, implementation, and reporting purposes.
- Consolidate research on what counts as additional resources leveraged from partners to ascertain categories of types of resources, methods of valuation, and charts steps for proactively increasing intentional leveraging.
- Initiate a “mini-assessment” of Africa Lead for internal measurement and improvement with mixed methods of quantitative and qualitative data collection.
- Review and orient knowledge, learning, and collaboration and monitoring and evaluation roles and responsibilities to bolster and streamline learning and communications functions across Africa Lead.
- Launch website and social media enhancements including building Facebook traffic to the website and experimenting further with WhatsApp mobile interactive engagement.
- Provide monitoring and evaluation design, analysis, and support on six-month training follow-up surveys, Mission buy-in activities and sub-grants, the Africa Lead website, and other communications updates.
- Initiate performance management plan for Senegal program and provide backstopping support.
- Develop communications materials such as French language brochures and banners for West Africa team.



FIGURE 1: 2016 QUARTER 1 PROGRAM RESULTS (October–December 2015)



Number of food security event participants	1,546
Number of organizations supported	455
Number of individuals trained	297
Number of food security events organized	15
Number of trainings conducted	9
Number of assessments completed	1

Accomplishments

Africa Lead II (hereinafter referred to as “Africa Lead”) is a program dedicated to supporting and advancing agricultural transformation in Africa as proposed by the African Union Comprehensive Africa Agriculture Development Program (CAADP). Simultaneously, Africa Lead contributes to the Feed the Future (FTF) goals of reduced hunger and poverty by building the capacity of Champions—defined as men and women leaders in agriculture—to develop, lead, and manage the policies, structures, and processes needed for the transformation process. Africa Lead’s staff draws widely from across the continent and operates out of offices in Accra, Ghana, Nairobi, Kenya, and Bethesda, USA, with country representatives in Senegal, Tanzania, and the Democratic Republic of Congo.

This Quarterly Report of Africa Lead covers the program’s major accomplishments and outputs from October through December 2015. To deliver the core objectives of Africa Lead’s work, activities with our governmental and nongovernmental partners cluster along three service areas. “Capacity Development Services” are the support and training that Africa Lead provides partners to improve institutional capacity to manage agricultural development (Component One) and promote the effective, inclusive participation of non-state actors in the policy process (Component Three).

The second service area, “Policy Process Services,” (Component Two) includes the co-facilitation, logistical support, and research that Africa Lead provides our partners to strengthen their capacity to manage and implement the policy change and alignment process.

The third service area is “Knowledge Sharing Services,” which capture activities and methods that involve consultation and coordination with food security organizations that contribute to evaluating impact and sharing lessons that benefit all partners.

The following sections delve analytically into Africa Lead’s quarterly accomplishments, focusing on key

results to learn from beneficiaries how the support of Africa Lead has changed behavior, improved leadership and/or positively affected the performance of organizations, systems, and networks.

CAPACITY DEVELOPMENT SERVICES

This set of accomplishments encompasses much of Component One, which aims to improve “the institutional/organizational architecture to lead African agriculture transformation operating at the highest level of effectiveness ... to assist in strengthening core competencies of the African institutions/organizations that are needed to advance the agricultural transformation. These core competencies will be achieved through a coherent plan of action that works structurally to: (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 make tough decisions and guide the process through completion.”¹

Target institutions include policy-making and policy implementation government ministries, departments and agencies, nongovernmental organizations, farmer-based organizations, private sector enterprises and associations, tertiary learning institutions, and research-based organizations.

Capacity Development Services include workshops and planning/preparation meetings that increase knowledge and commitment among non-state actors to engage effectively in Joint Sector Reviews (where they exist) and other similar or associated policy and program design and impact review processes. Africa Lead helps to create strategic opportunities for non-state actors to strengthen their networks, collaboration, and actions continent-wide to engage the CAADP/Malabo process at different levels.

¹ USAID Africa Lead Request for Application Program Description.



COUNTY-LEVEL LEADERSHIP TRAINING ("CHAMPIONS FOR CHANGE")

Africa Lead's signature leadership and change management training curriculum, "Champions for Change for Food Security in Africa" (C4C), continues to attract new participants—increasingly at their own initiation and with the sponsorship of governmental and nongovernmental partner agencies.

After Africa Lead conducted the first of 27 planned county-level C4C workshops in Bomet County, Kenya, in May 2015, the county government prioritized revitalization of the county, sub-county, and ward extension service systems. This restructuring included hiring new frontline extension officers and planning a series of cascaded capacity-building activities at various levels. One of these activities was Africa Lead's tailored three-day training for new extension service providers, which we delivered in October.

The training focused on enhancing capacity to lead and manage the process of agricultural transformation through practical Advisory Service Provision activities. These activities will facilitate innovation for food and nutrition security and wealth creation by individual farmers and farmer groups (including youth, women, and special groups) in Bomet County. As a further indication of impact and program leverage, the county will independently continue to coordinate trainings of more advisory service providers in agriculture and other sectors.

In December, after capturing lessons and feedback from other workshops, Africa Lead provided C4C training to agriculture leaders in the counties of Kisumu and Siaya. Training focused on deepening understanding of broader continental and national contexts within which counties must set their food and nutritional security frameworks and the process of initiating and managing change in the sector through transformative leadership.

The five-day Kisumu training targeted senior county officials, County Executive Committee members, and major stakeholders and participants in the food security and agriculture sectors. Participants developed individual and value chain-focused action plans and identified "buddies" with whom they would be comparing notes and to whom they would hold themselves accountable.

This "buddy" technique mirrors the mutual accountability principle that is foundational to the CAADP approach.

The Siaya training drew participation from county government officials from the Ministry of Agriculture, Livestock, and Fisheries, meteorologists, farmers, civil society representatives, and academics. The focus was on leadership, strategic planning, and community mobilization. The session on stakeholder mapping elicited considerable discussion and the general conclusion was the need to understand who the stakeholders are in each intervention, map them, and meaningfully engage with them.

LOCAL GOVERNMENT AUTHORITIES TRAINING

A similar amplification of Africa Lead capacity development services is evident with Local Government Authorities (LGA) in Tanzania. Africa Lead implemented the C4C training for agricultural transformation in Tanzania from July to September last quarter in the regions of Morogoro, Iringa, Zanzibar, Dodoma, and Arusha. The program targets senior local government leaders. To scale up the number of LGAs who understand the status and challenges of food and nutrition security, Africa Lead developed and delivered a five-day course in the remaining two regions of Mbeya and Manyara specifically directed towards the District Facilitation Teams. These teams are responsible for the development and implementation of the District Agricultural Development Plans. This brings the total people trained to 248 across 48 districts.

Using curriculum customized for the LGAs, Tanzanian facilitators, six of whom had the opportunity to attend one of the Makueni County C4C trainings in Kenya, exercised their Training-of-Trainers' learning. The facilitators used various methods to engage participants individually as well as within groups. These methods included the use of Kiswahili to emphasize some vital concepts such as improving the levels of coordination, communication, and flow of information between national level and local actors. The insights that the trainings surface are key to the further application of the skills and networks they produce.

TRAINING-OF-TRAINERS

More than 60 African senior trainer/facilitators across Eastern, Southern, and Western Africa have been trained by Africa Lead to conduct the C4C leadership training. Among them, these trainers have conducted training in more than 27 different content areas for approximately 312 different organizations.

To continue to develop the skills of the current cadre of Africa Lead trainers to prepare them for continued work in capacity building and policy change for public and private sector audiences, we have developed a plan to offer an advanced Training-of-Trainers course. We are proposing to develop new curriculum that will focus on course design, coaching, and mentoring skills. This training will also build and strengthen the African trainers' professional networks, expanding the reach of this cadre of trainers to meet the growing demand for C4C training.

Africa Lead is actively creating the conditions for further sustaining and scaling of the leadership training for agriculture and food security. The above mentioned focus on trainers and facilitators who have led many of Africa Lead's C4C training and who have, through the process, become ever more expert in guiding participants through this experiential training is one example.

Another approach to strengthening an ethos of leadership training for agriculture and to sustaining the training is through embedding the C4C curriculum in African institutions of higher learning. To that end several meetings were held with the faculty of the Department of Sciences and Technologies at the University Cheikh Anta Diop of Dakar and its new Institut Supérieur d'Agriculture and d'Entreprenariat (ISAE). The ISAE-Africa Lead partnership has begun and will be formalized with a Letter of Agreement scheduled to be signed in February 2016.

OTHER TRAINING

In addition to the core C4C curriculum, Africa Lead designs and facilitates other training, as requested and identified from capacity assessments. We held one such training on program design in October for the Real Sector Division (Agribusiness Unit) of Ghana's Ministry of Finance and Economic Planning. The course was designed to enhance the capacity of 16 staff in program design to enrich and sharpen their work plan for implementing a government-to-government (G2G) grant awarded by the U.S. Agency for International Development (USAID). The training involved a review of the unit's draft second year work plan, which provided focus and practicality to the workshop.

The Africa Lead team organized an objective-setting and performance management workshop in Senegal for 26 staff of Office des Forages Ruraux/Rural Wells Office Senegal (OFOR) to enable this new rural water supply management office to develop personal performance evaluations for 2015. This workshop is the third in a series of Africa Lead training for OFOR. Earlier training included a strategic visioning and leadership workshop in April and a rapid results approach training in August. This training provides staff with skills to develop a new evaluation form for 2016 and build the foundation for a new performance management system. Africa Lead will continue to support OFOR with the implementation of its performance management system and help develop a results-oriented culture within the agency.

Another customized training that Africa Lead conducted this quarter was a monitoring and evaluation operationalization/results-based management course for key personnel of the Federal Ministry of Agriculture and Rural Development (FMARD) in Nigeria. The two five-day workshops in December were the result of recommendations of the Nigerian Agriculture Transformation Agenda (ATA) capacity needs assessment report, an earlier collaboration between ATA, International Food Policy Research Institute (IFPRI), and Africa Lead. Fifty staff from across regional and state offices of the ministry participated in the first course. The second one brought together 50 monitoring and evaluation officers and staff from the ministry's parastatals and technical agencies.



FMARD participants sharing their group work.

The course allowed participants to develop a road map for an evidence-based monitoring and evaluation operationalization/results-based management system that would feed into the Ministry's knowledge management system and result in better planning. Participants also developed action plans to streamline their monitoring and evaluation systems by clearly articulating steps to hold themselves and each other accountable.

COACHING, TECHNICAL ASSISTANCE, AND WORKSHOPS

Other Africa Lead capacity development services take the form of specialized workshops, coaching, and technical assistance. Twenty-eight members of non-state actor organizations from nine West African countries participated in a two-day CAADP/ECOWAP (Economic Community of West African States Agriculture Policy) Sensitization Workshop in Dakar in November co-facilitated by Africa Lead. Africa Lead partnered with the CAADP Non-State Actors Coalition (CNC) to provide funding, logistical, and technical support for the workshop, which also served as a pre-“ECOWAP+10” planning meeting. The workshops strengthened participants' abilities to act as credible stakeholders as they brainstormed their role within ECOWAP.

The non-state actors reviewed recommendations from the West Africa Joint Sector Review assessment and validation exercise that had taken place earlier in Lome, Togo. They contributed to revised recommendations, which were then presented at the ECOWAS-led “ECOWAP+10” review meeting held in Dakar just after the sensitization workshop.

Additionally, Africa Lead continued to provide technical support to the CNC Secretariat this quarter through weekly coordination calls and feedback on concept notes, CNC presentations, and reports. Support also included formation and participation in working group discussions on approaches to working effectively, and on membership and resource mobilization proposals.

Africa Lead provided a grant to CNC member the Agency for Cooperation and Research in Development (ACORD) to act as a fiduciary agent for the network. The CNC and ACORD have earlier signed a memorandum of understanding detailing how ACORD would use the grant to support a secretariat. The primary secretariat activity during the reporting period was recruitment of a full-time CNC coordinator to support the CNC and its members. A coordinator has been selected after a rigorous search process and starts in February in the ACORD office in Nairobi.

Africa Lead's SPEED team held working sessions with representatives from the Mozambique Tax Authority and Customs, Directorate for Support to the Private Sector, Institute for Export Promotion and the Standards and Quality body, to validate the self-assessment undertaken in 2014. In the process it became clear that the 2014 categorization was based on an unclear understanding of the agreement and was undertaken without the involvement of several relevant institutions. As a result, the agreement needed comprehensive revision. Thus, the focus of the initial meetings was on understanding the current situation for each article of the agreement, and where appropriate, revising the categorization.

Following the initial meetings, Africa Lead/SPEED worked with Customs, the Ministry of Industry & Commerce's Directorate for International Relations, line Ministries (Health, Agriculture, Fisheries and Interior), law courts (particularly the Customs Court), and MCNET (the operator of the Customs Single Electronic Window, Janela Unica). Preliminary findings

presented to the steering committee of the Enhanced Integrated Framework (EIF) included the urgent need for cross-institutional cooperation to integrate other institutions (e.g. ministries that issue import and export licenses, and in some cases also the private sector). A key recommendation made was to either create a national trade facilitation committee, or to use an existing forum (such as the EIF steering committee) to ensure WTO Bali Trade Facilitation Agreement (TFA) issues are given sufficient prominence to overcome their non-compliance.

Africa Lead also partnered with the Tax Authority and the Confederation of Trade Associations (CTA) to facilitate a public workshop on Authorized Economic Operators (AEOs) aimed at encouraging more companies to engage in this program, and clarifying how the program works, and the benefits. The audience consisted of tax and customs officials, clearance agents, currently certified AEOs, and various representatives of the private sector. The discussions that followed sought clarification on Mozambique's AEO legislation, how it could be improved, and to determine if it could be expanded to other economic operators besides importers and exporters.

To continue to support the contribution of Champion networks in Ghana to the transformation of the nation's agriculture, Africa Lead released a call for grant applications intended to support institutional and organizational capacity strengthening initiatives with medium- to long-term capacity building activities.

Africa Lead received and evaluated 13 proposals and provisionally approved four:

- (1) The **African Youth Network for Agricultural Transformation** program "*Agricultural Prosperity through Innovation, Entrepreneurship and Partnership*," to strengthen organizational capacity will establish an incubation center to create an enabling environment for agribusiness ideas to be nurtured into sustainable business for young people.
- (2) **Inland Culture Fisheries Association of Ghana Fisheries Alliance Network of Ghana** "*Institutional Governance and Organizational Capacity Enhancement Project*" will increase the network's capacity to affect change through policy and advocacy capacity-building initiatives via the Farmers Advocacy and Consultation Tool (FACT). FACT's primary function is to collate farmers' local knowledge of priority value chain intervention areas and aggregate research data pertinent to agriculture and food security

challenges, thus equipping farmers to make informed production, processing, or marketing decisions. It also serves as a way for farmers' organizations and their constituents to prioritize and widely disseminate information for policy advocacy campaigns.

- (3) The **Business and Development Consultancy Centre** initiative, "*Dialogue and Dissent for Transformation of Agriculture in Ghana*," aims to improve the organization's capacity to position itself to better engage and report on non-state actor contributions toward policy systems changes by providing a platform for agricultural stakeholders to access accurate, timely, and reliable information about key agriculture commodity value chains. The proposal outlines the possibility of implementing innovative activities such as organizing agricultural policy learning fairs, as well as creating advocacy platforms to regroup non-state actors to lobby around key agricultural extension issues and produce policy briefs to strengthen the capacity of women in agriculture.
- (4) The **Savanna Integrated Rural Development Aid's** project: "*Integrated Farm Management and Value-Chain Development*" aims to promote women-led agribusiness initiatives and expand access to markets through capacity building and training programs.



Africa Lead facilitated a work planning workshop for the second year of a USAID-funded capacity building project for the University of Cape Coast (UCC), and the Ghana Department of Fisheries & Aquaculture in October. The two-day workshop held in Axim had the UCC project team draw lessons from its first-year performance to prepare a results-focused annual performance report and develop a second-year work plan. The workshop highlighted the importance of drawing on other projects (especially related USAID projects) to reach scale and impact for food security.

Africa Lead continued sharing costs to support Mozambique's private sector confederation, the CTA, and its new executive director until the organization secures additional funding. CTA's mission is to contribute to a business environment conducive to private sector development and a strong participatory associative movement that is socially responsible, able to influence economic reforms, and increase business competitiveness and quality.

With the active engagement of the new executive, CTA introduced processes for planning, management, and internal control. We supported planning of a strategic plan approved for three years grouped into four areas: public-private dialogue, institutional strengthening, ombudsman services, and social responsibility. Under the leadership of the new executive director, CTA is demonstrating improved institutional capacity to undertake public-private sector dialogue including supporting its own working committees (pelouros) and reporting to presidential and ministerial meetings.

Africa Lead is also supporting private sector engagement in the agricultural policy process by providing a grant to the Private Enterprise Federation (PEF) in Ghana to strengthen its ability to advocate on behalf of agribusiness and private sector actors in agriculture. Priority PEF areas include the efficient allocation of public investments in agriculture, business development support services, and capacity building for a sustainable private sector-led national economy and agricultural development.

In a bid to continue strengthening engagement across Ghana agriculture's public, private, and civic sectors, Africa Lead facilitated a stakeholders consultative meeting in October helping the Ministry of Finance Real Sector Division (Agribusiness Unit) elicit feedback to finalize

the unit's FY2016 work plan. This is part of continuing capacity building support Africa Lead is providing to this important unit of the Ministry of Finance with the hope that it can be an important ally for increased attention and resources for agriculture and food security. Africa Lead, through these capacity development services, hopes to strengthen the ability of the unit to deliver on its mandate to initiate, formulate, implement, and monitor policies and programs to achieve the desired growth of the economy of Ghana and enable poverty reduction, and to do so in an inclusive and mutually accountable manner.

The continued technical assistance that Africa Lead provides will also enable the unit to better assist the Government of Ghana in the full implementation of national and multilateral agriculture and agribusiness development plans and initiatives, by providing sound economic policy advice to the Minister of Finance and other policy makers. The government is then able to make informed decisions about agriculture in the context of the larger economy.

Working together with Michigan State University, Africa Lead's SPEED team organized a workshop led by economics Professor David Tschirley on ways to increase value off the farm, creating employment and driving broader growth in Mozambique to benefit farmers, agribusiness, and consumers alike. The main focus of Professor Tschirley's research is on the opportunities for agricultural transformation in Africa that can come from the changes in the diets of many Africans, who, as the result of economic growth, have more disposable income.

The workshop provided an opportunity for leading thinkers to reflect on the possibilities and challenges the country offers and has faced, and what has been done to overcome barriers. Emphasis was also placed on the need for development of fundamental capacities (human, institutional, and infrastructure), for detailed strategies and analysis of key value chains. Participants concluded that a new attitude in government is needed—one that is geared toward promoting, facilitating, and providing incentives, but not seeking to control investors. Co-hosting the seminar with Michigan State University provided an opportunity for Africa Lead to influence a positive reform agenda in Mozambique.

The Africa Lead team, based on the needs assessment of the two key agricultural development partner insti-

tutions in Senegal—Bureau Opérationnel de Suivi du Plan Sénégal Émergent (BOS/PSE) and Promotion des investissements et grands travaux/Investment Promotion Agency (APIX)—designed a capacity development plan. The plan addresses the identified organizational capacity gaps and challenges that impede the effective implementation of the presidential growth initiative. The plan includes strategic capacity building areas of intervention such as short courses, mentoring, and technical assistance required to equip staff to implement the prioritized policies and programs. The team facilitated a validation meeting with senior management of BOS to present the proposed plan for implementation. The draft capacity development plan for APIX will be discussed and validated next quarter.

Africa Lead also provided technical and operational orientation to four technical staff members recruited by Africa Lead to African Union Commission's Department of Rural Economy and Agriculture (AUC-DREA) on secondment. The role of the newly hired advisers is to support the implementation of the Malabo Declaration Commitments. Three of the newly hired are the New Alliance team in DREA whose role is to oversee implementation of the New Alliance for Food Security and Nutrition in support of CAADP by providing administrative and management support to the New Alliance and the Leadership Council. Ultimately, the New Alliance team will help strengthen AUC/DREA's ability to work closely with private sector groups to further the goals of CAADP and agriculture transformation.

The fourth newly hired staff is the special assistant to the DREA Commissioner. The mandate of this position is to provide advice and support on the coordination of the roll-out of the Malabo Implementation Strategy and Roadmap (IS&R) operational plan. More broadly, he is expected to strengthen AUC/DREA capacity to coordinate multi-actor continent-wide implementation exercises like Malabo.

TOOLS AND ASSESSMENTS

The ongoing non-state mapping pilot that Africa Lead is supporting in Tanzania is taking shape as a home-grown networking platform, AgriNSA. The mapping tool developed with Africa Lead's technical partner, Root Change, has more than 250 producer, processor, financial service, private enterprise, policy/research, women and youth, donor, and other non-state actor stakeholder groups.

Root Change provided preliminary analysis of the non-state actor data and engaged with Africa Lead, CNC, and individual non-state organizations to plan design changes arising from the pilot phase. Desired capabilities include use of the platform for: a) research, policy and other information sharing; b) outreach to non-state actor members to understand priorities to inform policy advocacy; c) deepened collaboration on events and services; and d) identification and mobilization of financial and technical resources.

The pilot also includes analysis of other platforms that are free or open source and more user-friendly for country-level non-state actors. Planning is under way for a final review meeting of the Tanzania pilot in February and roll-out and replication of the pilot mapping in Nigeria and Senegal.

In October, Africa Lead hired two consultants to undertake a comprehensive organizational capacity assessment (OCA) of the African Fertilizer and Agribusiness Partnership (AFAP) in Johannesburg. The team also traveled to Tanzania for some interviews. The overall objective of the assignment was to carry out a guided self-assessment of AFAP's organizational capacity to deliver its mandate to give voice to the private sector at the national and continental levels and to provide prioritized recommendations.

The assessment adopted an approach that involved ownership in the process by AFAP leaders and staff, its stakeholders and partners. A key finding shared and discussed with AFAP leadership was that the organization needs a clearer mission and corresponding business model. AFAP has prioritized organizational strengthening as an immediate goal for 2016 and has requested Africa Lead support to help it fulfill its role as the leading public-private partnership dialogue platform for fertilizer.

AFAP also relied on Africa Lead research when it held a Mozambique fertilizer workshop to assess progress in the implementation of the Abuja Declaration on Fertilizer for an African Green Revolution. That June 2006 declaration set a target for fertilizer usage to increase from 8 kilograms to 50 kilograms per hectare by 2015.

The SPEED team's study of the fertilizer cost structure finds that fertilizer use is still very low in Mozambique, far below the target of 50 kilograms per hectare of cul-



tivated area established in the declaration. Fertilizer demand is constrained by limited access to import credits, high cost of fertilizer delivered to rural areas, and low dealer revenue turnover due to high retail margins. The use of fertilizer is also constrained by customs fees and taxes associated with the imports/exports and wholesale and retail markups.

Heated debate continues about the need for a new fertilizer law, and the content of such a law. Africa Lead has recommended revisions to existing legislation rather than the implementation of a proposed new law.

In the most recent joint effort between West and Central African West and Central African Council for Agricultural Research and Development/Conseil Ouest et Centre Africain pour la Recherche et le Développement Agricoles (CORAF/WECARD) and Africa Lead, the partnership launched an organizational and institutional audit with an inception meeting and key consultative meetings in Dakar, Senegal. The goal of the audit is to identify the priority actions needed for Africa Lead to help CORAF establish an operational structure that strongly reflects and reinforces its mandate as the lead agriculture research institution in West Africa.

The Africa Lead team explained its approach and preliminary findings to the executive secretariat staff and governing board, and gathered information on staff perception about ways CORAF/WECARD can use its resources effectively to achieve the goals of the second operational plan.

MASS MEDIA INTERVENTIONS

Africa Lead continues to craft innovative activities to increase national and regional engagement with critical agricultural policy change. One route is through popular television shows by creating compelling, accessible characters and content based on realistic, pressing issues that can inspire women and young people to consider professional farming and agribusiness.

After a rigorous request for proposals process that began in July last year, Africa Lead selected Media For Development International, a media company in Tanzania, to implement a mass media program to promote women and youth participation in profitable farming and agribusiness in Tanzania. The company will be producing 52 feature-length radio drama segments (aired nation-

ally and regionally), two feature-length documentaries (based on the radio characters and aired nationally) and will distribute all these media products through village-level video bands.

THE PROGRAM'S WORKING TITLE, "MCHUMIA JUANI," IS TAKEN FROM A POPULAR SWAHILI PROVERB, "MCHUMIA JUANI, ULIA KIVULINI," MEANING "THOSE WHO HARVEST IN THE SUN EAT IN THE SHADE," SIGNIFYING THE GREAT BENEFITS PRODUCED BY FOLLOWING AND ADHERING TO CORRECT STEPS IN FARMING.

Detailed communication objectives and storyline development is set to begin in February at a collaborative design workshop hosted by Media for Development International, bringing together USAID, Tanzanian writers, storytellers, and entertainers. The goal of the workshop is to identify specific themes and content and develop entertaining stories that are underpinned by data and expert agricultural knowledge.

Africa Lead is also applying data and frontline knowledge to create television scripts to inspire youth agribusiness entrepreneurship to an estimated audience of 11 million viewers in Kenya, Tanzania, and Uganda. In the last quarter, Africa Lead signed a contract with the Mediae production company to produce two educational television shows, *"Makutano Junction"* and *"Don't Lose The Plot."* The scripting of the storyline began in October.

The lead script editor worked with eight script writers in developing the storyline based on the thematic areas that Africa Lead and USAID project Kenya Agricultural Value Chains Enterprises (KAVES) identified: business planning, financing and sourcing inputs, marketing and promotion, managing the business, and expansion and diversification of services.

Following script development, filming began in November and took 28 days. Production involved a wide array of cast members comprising of characters between the ages of 19 and 65 with the majority being below the age of 35. The show starts airing January 20.

The Africa Lead-supported episodes of “*Makutano Junction*” cover a broad range of topics including business proposals, business financing and sourcing capital, financial management, small business promotion, and marketing and diversification. These topics are intended to show young entrepreneurs how to navigate the various stages of starting and running a business. It is Africa Lead’s objective to use this edutainment model to inspire young people to enter agriculture and farming professions.

POLICY PROCESS SERVICES

The overarching goal of Africa Lead services in support of policy platforms (aligning with 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.

Africa Lead’s approach to facilitating policy change 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 for a functional agriculture and food security policy; and, (3) activating mutual accountability commitments through Joint Sector Reviews and other multi-stakeholder fora.

Key policy process services delivered during the quarter included facilitating the approaches for systems change policy development. These include Joint Sector Review validation workshops, policy institutional architecture assessments, (IAA) and follow-up reviews of findings from earlier IAAs, and multi-stakeholder platforms.

INCLUSIVE POLICY PROCESSES

One such example of this type of service is the technical convening with various public and private sector stakeholders in which Africa Lead participated on the sidelines of the fifth annual African Green Revolution Forum (AGRA) in Lusaka, Zambia, September 29 through October 2. A multi-stakeholder partnership and dialogue on transformative change through agri-

culture development in Africa, the forum’s theme was “*Walking the Talk of Youth and Women—Bringing Inclusive Agricultural Markets to Life.*”

A small group of approximately 30 invited African specialists with a wide array of policy expertise and experience who are familiar with what it takes to strengthen policy systems and design a policy agenda participated in the one-day side session. Participants were also selected because of their ability to contribute to drafting and validating the “*Terms of Reference and Guidance for Policy Formulation,*” established during the side session.

The guidance focuses on the kinds of evidence, questions, and consultations each country can use to identify needed policies to achieve the Malabo goals consistent with the country’s investment plan and strategy, and the Malabo Implementation Strategy and Roadmap.

During the session, the group brainstormed draft parameters and approaches African Union Commission (AUC), NEPAD Planning and Coordination Agency (NPCA), and CAADP stakeholders could use to support member states to identify, shape, and articulate the policy priorities needed to achieve the goals and targets of their national agriculture investment plans.

The draft *Terms of Reference* document was discussed and approved during the *Inaugural Conference of the Specialized Technical Committee (STC) on Agriculture, Rural Development, Water, and Environment* in Addis later in October and is being finalized to be rolled out to member states.²

Africa Lead is working to get an AUC/NPCA representative to brief non-state actors on the Terms of Reference during upcoming sensitization workshops that we are co-organizing with CNC and regional non-state actors in West Africa.

Africa Lead provided similar support for the Benin agriculture Joint Sector Review assessment meeting that was organized in collaboration with IFPRI/RESAKSS. We facilitated the interactive workshop that brought togeth-

² The African Union Assembly of Heads of State and Government adopted the configuration of the Specialized Technical Committees (STCs) in 2009 and how they would operate in 2011. The STCs are to be “Organs of the African Union”. STCs have the duty to ensure the supervision, follow-up and evaluation of the implementation of decisions taken by the organs of the Union and the coordination and harmonization of projects and programs of the AU.



Africa Lead also supported the STC Conference by translating official AUC/DREA documents into French and Arabic to inform delegates' discussions. Africa Lead also served as rapporteur and supported drafting of the final official document, which highlighted the following achievements:

- Adoption of the rules of procedure of the Specialized Technical Committee on Agriculture, Rural Development, Water, and Environment.
- Facilitation of broad-based consultation and dialogue among all relevant stakeholders on mutual accountability, mutual learning, and biennial reporting on previous commitments.
- Discussion of strategic documents related to agriculture, rural development, water, and environment.
- Identification of synergies, linkages, and complementarities in ongoing agriculture, rural development, water, and environment initiatives and agreed on areas of follow-up actions at various levels.
- Began to discuss the strategic and operational modalities for coordination mechanisms between the relevant sector ministries at member state level, which are also linked to those at the Regional Economic Community level.

er 45 participants from government, non-state actor, civil society, producer, and private sector organizations.

Participants reviewed Benin's national agriculture investment plan commitments and policies, and formulated recommendations to strengthen implementation and the contribution of the national agriculture investment plan to improvements in the agriculture sector and food security.

The Africa Lead team also co-organized the first Agriculture Joint Sector Review in Senegal as a key instrument for supporting mutual accountability and reviewing progress of the Senegal national agriculture investment plan. The team provided the technical and logistical support for the meeting.

The Minister of Agriculture and Rural Equipment opened the meeting and addressed the 224 participants as this event marked the first step in the country's transition to evidence-based policy planning and implementation. This was also the first occasion where four sectorial Ministries (Agriculture, Livestock, Environment, and Fisheries) met with the various stakeholder groups (government, donors, and non-state actors) and members of the New Alliance, to discuss and verify the evidence and recommendations of the agriculture Joint Sector Review assessments.

Africa Lead provided technical and logistical support to the Horn of Africa Joint Planning Cell, the first initiative within USAID to promote resilience across borders and among Missions to reduce the effects of recurrent drought. Viewed as a leader in the field of resilience within the Agency and development community, the Horn of Africa Joint Planning Cell promotes resilience programming, enhances collaboration, and provides lessons learned to a growing community of practice.

The two-day meeting in Nairobi brought together 88 participants drawn from partner organizations and donor agencies. The meeting's objective was to provide a platform for stakeholders conducting resilience programs within the Horn of Africa to review their progress since the last meeting held in Kampala, Uganda. The meeting was preceded by a three-day field trip to Turkana County. The field trip, also supported by Africa Lead, brought about 50 representatives of the Partnership for Economic Growth (USAID/East Africa) to see resilience-focused humanitarian and development programming in action.

Africa Lead facilitated informed consideration of another complex challenge in Mozambique. As the country's economy grows it is increasingly becoming a destination for foreigners seeking to work or open businesses.



A cross-section of participants at the JSR meeting in Senegal.

Among other issues, the chronic skills shortage locally exacerbates the unpopularity of foreigners seen as taking jobs from locals. There have been public calls for controls on immigration and on the employment of foreigners, and measures taken in these areas are popular.

The Africa Lead/SPEED team undertook a study on behalf of the CTA to determine the scope of the problem and to provide a better understanding of what is happening. Two critical factors were taken into account. First, the government needs to be seen to be limiting the number of foreigners in the country and therefore the report's recommendations explicitly took this into account. The study explicitly recognizes public concern about the presence of foreigners and provides recommendations that balance the need for skills, stability, and predictability in the business environment.

Second, the issues of employment and immigration are not seen as separate matters in Mozambique but should in fact be treated differently and have different policy objectives. The report identifies 17 major types of barriers and recommends the enforcement of exist-

ing legislation as a way to both manage immigration and employment and end the current discretionary and arbitrary actions.

The report, which builds on studies undertaken by Africa Lead/SPEED into the impact of employment of foreigners and the competitiveness of Mozambique's labor market, was completed in English and Portuguese (and available on the SPEED and Africa Lead websites), and presented at a meeting of the donor working group on private sector and at a joint meeting of business and the diplomatic community to assist defining a strategy on how to address these barriers.

ECOWAP+10

The Africa Lead team, in collaboration with IFPRI/RESAKSS, supported the review of the respective commitments made by the regional non-state actors including civil society organizations, private sector, farmer, and producer organizations as well as the ECOWAS donor group in the lead up to the International Conference on Agriculture in West Africa (ECOWAP+10).



The Africa Lead team reviewed and analyzed the non-state actor commitments in the regional CAADP compact, the Regional Agriculture Investment Plan sector policy documents, strategy papers, relevant regional agreements, and international agreements. The team then developed an inventory of the financial, institutional, and capacity development commitments by non-state actors and ECOWAP donor group members under the regional ECOWAS Agricultural Policy.

Africa Lead conducted interviews and drafted a section of the Joint Sector Review report, which captures these commitments. Invariably, regional stakeholder groups seeking to improve food security conditions clearly articulate their actions and can hold themselves and each other accountable for achieving objectives under the ECOWAP.

Africa Lead provided all the logistical support for including securing conference venue, simultaneous French-English translation services, public relations/communications, and facilitation support for the high profile ECOWAP+10 event. Three seasoned French-English bilingual Africa Lead facilitators co-led the review and discussion process with critical stakeholders in the regional agriculture, food security, and nutrition sectors.

The overall goal of the conference was to review the achievements of the ECOWAP and to set goals and targets for 2025. Functionally, the event set out to sensitize the ministers on the expectations of the conference and to reinforce their role and responsibilities as representatives of the 15 member states of the ECOWAS region and to promote mutual accountability amongst the West African agriculture regional stakeholders. The Africa Lead team, with the support of Afrique Communication, a public relations agency in Senegal, also implemented a communications strategy to raise awareness about the conference across the Francophone and Anglophone member states via social and traditional media.

Africa Lead also worked with the Spanish Agency for International Development Cooperation—leader of the ECOWAP donor group—to draft a review document on the efforts of the regional donor group for the implementation of the ECOWAP. The final report highlighted the donors' perception on the progress of the ECOWAP implementation at the regional level for the last 10 years.

The accompanying Joint Sector Review focused on the governance of the agriculture sector in West Africa. Most importantly, this review fits within the context of the Malabo commitments, with the adoption of its implementation strategy and roadmap and will continue to serve as a key instrument for supporting mutual accountability and implementing the CAADP Result Framework in the region.

Africa Lead's support at the ECOWAP+10 has helped facilitate the process of mutual accountability on a regional level for the first time in Africa.

Information on the opportunities and challenges of the agriculture sector was widely spread across the 15 member states as a result of the communication and public relations efforts. There is increased coordination and inclusiveness among the stakeholders who attended ECOWAP+10.

Simultaneously, the Regional Rice Business Meeting as well as the West Africa Agriculture Productivity Program (WAAPP) forum were organized with the ECOWAP+10 conference in Dakar. The objectives of the rice business and WAAPP fora were to mobilize regional and international actors around rice issues, and review the WAAPP, using its achievements to scale up conclusive results.

The Africa Lead team made provision for these two groups to be able to meet with their respective stakeholders during ECOWAP+10. As a result, the group of stakeholders that met to discuss rice issues in the region prepared a declaration on financing the regional strategy for a sustained revitalization of sustainable rice production in West Africa.

POLICY SYSTEMS CHANGE

This quarter, Africa Lead/SPEED continued its work in the areas of seeds, fertilizers, and land, core components of the New Alliance. Working with the innovative national fertilizer platform, AMOFERT, we helped to analyze legislation affecting the fertilizer sector.

On land issues, the Mozambican government's stated intent to reform land titling procedures and speed up the issuing of titles while removing discretion led to the Ministry of Land and Rural Development requesting our assistance with auditing the existing legal framework and making recommendations for reform.

Our analysis fed discussions at the National Land Forum, an organization we also supported. The Minister was keen to begin immediate action based on the recommendations arising from Africa Lead's work. The recommendations were formally endorsed by the National Land Forum and the Minister has now requested project assistance to revise the draft land leasing regulations and provide input into how the reforms recommended in the audit can be undertaken.

Also in Mozambique, Africa Lead/SPEED, in partnership with PriceWaterhouseCoopers, delivered a workshop to CTA to explain the mechanics of value-added taxes in agriculture and the impact of exemptions to CTA members with a view to enabling CTA to comment on the reform proposals presented by government.

Participants reported finding the workshop useful, yet, despite being equipped with information showing that proposed reforms will have a negative impact on the agriculture sector, CTA's tax working group continues to advocate for the approval of the bill that seeks to extend value-added tax exemptions to the production and commercialization of all agriculture produce.

The SPEED team continues to explore ways to impress upon CTA that this measure will bring complications in terms of internal management of claims and added pressure on government resources.

In Senegal, the implementation of investment platforms has been an important strategy for the Presidential Investment Council, which facilitates dialogue between the government and the private sector. Africa Lead has been involved in the process since the inception of the investment platforms. Despite a slow start, APIX, the investment promotion agency, has been granted office space in Saint-Louis and Ziguinchor for the establishment of the investment platforms. Our role focuses on helping move the process by enabling stakeholders at the highest level to meet, commit, and collectively draw a roadmap on how to operate the platforms. We expect the first platform to be implemented next quarter in Saint-Louis.

Building on efforts from previous quarters, Africa Lead has signed memoranda of understanding with nine C4C non-state actor networks in Ghana to further empower non-state stakeholders. The highest functioning of the nearly 20 C4C networks so far formed with Africa Lead's help are:

- Agricultural Advisory Services Network
- Agricultural Research Adoption Network
- Fisheries Alliance Network Ghana
- Ghana Livestock Development Network
- Ghana Seed Systems Development Network
- Agricultural Financing Network
- Transparency and Accountability in Agricultural Financing Network
- Women In Agribusiness Network Ghana
- African Youth Network for Agricultural Transformation

We coordinated a meeting in December with the nine to review activities in their respective agreements and develop their 2016 action plans. We plan to provide continuing technical support aimed at advocacy and strengthening the networks to contribute to how policies are articulated, prioritized, and shared to contribute to the growth of the agricultural sector.

In addition to the Champion networks, Africa Lead helps to mobilize broader audiences to engage on policy issues through strategic outreach. One such example is the learning session that Africa Lead co-facilitated at the 2015 World Rural Women's Day celebration in the Ashanti region in Ghana in October. The Farmers Organization Network in Ghana championed the activities for the day with the theme, "*The International Year of Soil, and Women Access, Use and Control of Land.*" Africa Lead provided logistics support to 700 of the nearly 1,500 mostly women who attended to share best practices and to network. Farm produce and processed products were exhibited as part of the celebration with the District Director of the Ministry of Food and Agriculture (MOFA) and representatives of the District Chief Executive in attendance.

Africa Lead moderated a roundtable at the event that included representatives from SEND-Ghana (social enterprise development NGO), WIENCO-Ghana (warehousing, import/export company), National Co-coordinator of United Nations Development Programme (UNDP) Global Environment Facility's Small Grants Programme, Women in Agribusiness Network in Ghana (WIANG), Kuapa Kokoo Farmers Union (owners of multinational Divine Chocolate), Accra Compost, and the Food and Agriculture Organization (FAO). The learning session provided insight into soil management and the support available to women to access, use, and control land.



In Mozambique, Africa Lead/SPEED, conducted public debates in collaboration with National Federation of Agricultural Associations (FENAGRI), Michigan State University, and Innovation for Agribusiness (Inovagro) in Maputo, Quelimane, and Nampula on the issue of the proposed pigeon pea surcharge.

The events, which garnered extensive media coverage, attracted farmers, and representatives from civil society, academia, and the private and public sectors resulted in lively debates. The objective of the events was to enable farmers and business people to voice their positions on the proposed law and draw attention to the potential negative effects this policy would have on farmers. These public debates offered the opportunity for people to share options for addressing the problem of under-invoicing, as identified by the government, and the promotion of the industrialization of pigeon peas in Mozambique. We also delivered a presentation to donors and private sector at the Agribusiness Working Group.

KNOWLEDGE SHARING SERVICES

Africa Lead is continually studying, learning, and applying the lessons from our work. In some cases this knowledge sharing is a service we provide others. In other cases our lens is turned inward to measure our own efficiency and effectiveness. In all cases it is to promote and sustain a culture of learning.

Knowledge sharing services facilitate the production and exchange of learning. Such services include monitoring and evaluation, research and analysis, multimedia product development and dissemination, strategy development, summit meetings, conferences, investment fora, USAID internal and development partner events, and other forms of knowledge exchange.

LEVERAGING IMPACT

The end of the project's second year led us to examine the effectiveness of our activities to date. We applied those lessons to Year Three work planning in programmatic and operational ways.

Programmatically, we leveraged investments previously made to generate added value. For example, placing professional interns to spark new thinking within partner organizations has paid dividends. The Young Professional Associate on program planning that Africa Lead is sponsoring to serve with CORAF was selected by the organizers of Global Landscape Forum as one of the 50 youth members to participate in the international Youth in Landscapes Initiative Workshop in Paris in December. He returned with a tool he will develop to inspire other young entrepreneurs to work in collaboration with CORAF.

The workshop focused on developing teamwork skills that are essential for collaborative problem solving and pitching solutions at a professional level. The aim was to generate exciting new ideas/projects/campaigns or support existing ideas/projects/campaigns tackling real-world landscapes challenges and see these taken up by organizations and/or individuals. The intern worked in a team with 10 other young innovators to develop and present solutions to effectively measure the impact of digital learning tools.

His team proposed an innovative solution to develop an online information center with open access, transparent, and collaborative-editing capabilities that would serve as a learning platform to provide real-time data about the impact of different digital educational tools that are being used worldwide and their progress in helping to achieve the Sustainable Development Goals (SDG). By bringing this applied knowledge back to CORAF's monitoring and evaluation department the intern will also co-facilitate a regional CORAF/WECARD/IDB project: *"Empowering Youth for Agripreneurship in West Africa."*

In other cases, the implementation of an Africa Lead-supported activity not only amplifies organizational capacity but also results in the partner providing additional resources of its own to expand and sustain the capability. For example, the 10-month technical assistance program supporting Comité permanent Inter-Etats de Lutte contre la Sécheresse dans le Sahel/ Permanent Interstate Committee for Drought Control in the Sahel (CILSS) to configure, implement, and leverage an optimal monitoring and evaluation solution has had a knock-on effect.

Software partner Catalyst to Development (C2D) first configured its Paradox Box™ information management platform to cater to CILSS monitoring and evaluation requirements in April. User acceptance tests and training were held in Ouagadougou in July, and we delivered a French-language User Guide for the monitoring and evaluation module of the Paradox Box™ to CILSS in October. This private partner is now granting CILSS a permanent license to its patented software, with unlimited users and a three-year warranty. The value of the license alone is \$40,000; the further contribution of warranty, upgrades, and free trouble-shooting are all additional resources leveraged.

The Africa Lead team will help to coordinate the post-implementation phase to ensure that the CILSS team is fully equipped to manage this customized platform. In December, we trained seven members of the CILSS monitoring and evaluation team from all project sites at a one-week on-site training in Ouagadougou, Burkina Faso. Better evidence-based planning will promote better implementation of the policies and programs that have been prioritized for the region.

We are further using our own “assets” as levers to attract corresponding investment. The mass media work initiated by Africa Lead in Kenya and Tanzania in Year Two is another example of how we are leveraging partnerships to generate additional resources and fortify local ownership. These broadcast costs reached \$92,000 for the two shows, a cost contributed by Mediae.

Further, Africa Lead negotiated with Mediae to share the production costs for “Don’t Lose the Plot.” Africa Lead is paying for 10 of the 13 episodes in the pilot season, with Mediae paying 100 percent of the production costs (reportedly through private sector endorsements) for the remaining three episodes. Further, Africa Lead is only covering the marking and communication costs for 10 of the 13 episodes, with Mediae also covering 100 percent of these costs (also reportedly through private sector endorsements) for the remaining three episodes. This adds another \$134,940 to the resources leveraged by Africa Lead.

To further ensure that systems that measure impact—including the sustainability intended from joint investment—are aligned to valid metrics, Africa Lead selected two research partner organizations for two impact evaluations that can measure the effect of this ambitious television initiative under way in East Africa.

In response to the request for proposal process launched in July, one evaluation selected from the competition will assess the impact in the “Women and Youth Media” activity in Tanzania. The other will examine impact in the East Africa “Inspiring Youth in Agribusiness Entrepreneurship” media activity in Kenya.

The rigorous review process included engaging the services of two methodology experts to help evaluate the proposals. As part of our overall commitment to adapting and learning, the team believes it is critical to investigate the impact that our media activities are having on audiences and the overall strategic approach of future media/edutainment activities. These customized evaluations of mass media impact add value to the traditional methods of monitoring the results of Africa Leads efforts.

INTERACTIVE COMMUNICATION

Beyond disseminating results, Africa Lead employs the Africa Lead and SPEED websites and various social media platforms to further broaden the exchange of insights and resources that stimulate thought and action on policy systems change and agricultural transformation. Effective communication is critical for the implementation of policy reforms. Experience has shown that policy reform acceptance, adoption, and implementation requires support and buy-in by key stakeholders, and in many cases strategic communication has been the missing link to support adoption and implementation of policy economic reforms.

We continue to use our Facebook and Twitter accounts, as well as compiling photos for our Flickr albums to enhance outreach and information exchange. Our strategy with social media is twofold; we use it to drive users to our websites to read longer articles, reports, and blog posts, and we engage in direct exchanges with others. Increasingly, we are experimenting with the WhatsApp mobile application widely used in many of the countries where Africa Lead operates. While Facebook is the most commonly used social media platform—in Mozambique, for example, up to 75,000 people saw posts this quarter—applications that can facilitate engagement and be accessed by both smart and simple feature mobile phones are still the most direct link to wide audiences.



INCREASING EFFECTIVENESS

Africa Lead had an opportunity to reflect on and share evaluation practices with counterparts in Ghana by joining the Monitoring and Evaluation Technical Support Services project of the Economic Growth Monitoring and Evaluation office of USAID Ghana in November. The meeting was attended by key monitoring and evaluation personnel of USAID projects across Ghana. The interactive program of discussions and presentations included a review of indicator targets and achievement, identifying performance shortfalls and outstanding tasks, and updates from partners regarding achievements made in FY2015.

Across the project, Africa Lead is applying and improving techniques for monitoring progress and evaluating results. The Africa Lead team continued to develop customized new, and refined or adapted tools for use in monitoring, and evaluation of program activities implemented during the quarter. The team routinely collects quantitative and qualitative data through record keeping of organizational and individual beneficiaries, pre- and post-tests and feedback or evaluation surveys, and then conducts data analysis and reporting.

To assess the effectiveness of our training and other knowledge/information sharing events, we survey knowledge and skills application of participants in our trainings after six-months and longer. Follow-up surveys typically measure knowledge application and outcomes in terms of individual and organizational performance and also collect valuable insights on gaps and further capacity development needs. This helps Africa Lead to plan strategically to address such gaps and needs by organizing refresher or new skills training, coaching and mentoring to better support agriculture and food security policies and programs.

During the reporting quarter Africa Lead Monitoring and Evaluation (M&E), in coordination with training facilitators, implemented pre-and post-tests on all trainings as well as follow-up surveys on training conducted in FY2015. The six-month follow-up surveys results reveal that trainees are applying the knowledge and skills from the training as well as sharing the knowledge and skills with colleagues.

Applying our Own Evidence-Based Planning

Prior to starting the new country program in the DRC, Africa Lead held a series of consultative meetings with potential key partner institutions and organizations to identify intervention areas including fisheries and livestock farmers, the World Food Program Country Representative, the President of the Comite de Mesures d'Application d'Accompagnement de la loi Agricole (CEMALA), and Catholic Relief Services Resident Representative.

The team also met with the USAID DRC Mission Director, the DRC Prime Minister, the Senior Advisor, and the Permanent Secretary of the Ministry of Agriculture in finalizing the work plan and budget. We have now selected a final candidate to serve as the country program manager and opened an office in Kinshasa.

The key objectives emerging from this consultative research process are to:

1. Strengthen national coordination processes and structures
2. Enhance leadership and organizational capacity of the Government of the DRC and nongovernmental organizations
3. Support key policy reforms and implementation with broad stakeholder support,

We continue this evidence-based programming with a Political Economy Analysis designed last quarter. The analysis will build on the "Institutional Architecture Systems Assessment for Food Security Policy Change" completed by Africa Lead in 2014 and support institutional reform for cross-ministerial coordination and progress in key policy reforms. It will focus on the challenges of DRC agriculture policy processes and institutional arrangements, and on reforms in particular policy areas (agricultural inputs, foreign concessions and investment, Office National de Café) taking current and expected political context into consideration.

For example, about 85 percent of the C4C participants responding to the survey reported that they have shared their knowledge through organizing training, hosting workshops, and briefing colleagues in staff meetings. The respondents also identified follow-up training needs that indicate further demand for Africa Lead services. In particular there is need for negotiation and interpersonal skills as well as refresher training on emerging agricultural and food security issues.

When representatives from the whole Africa Lead team gathered at a retreat in September, we developed action groups to further the priorities on which we agreed needed improved efficiencies and effectiveness. These action groups have been meeting since October concentrating on work planning, cross-team coordination, streamlining operational systems and processes, and harmonizing and sharing tools.

A direct result of these meetings is a redesigned annual work plan in the form of a “living document” that is a planning, monitoring, and reporting tool. The annexes to this report illustrate how we are putting this tool into effect.

We also collaborated with a graphic designer to develop a new format and approach to telling the Africa Lead story in the Year Two Annual Report that inspired the development of case studies, infographics, and addressed lessons learned to date.

The organizational capacity assessments (OCA) and organizational development services that Africa Lead provides to our partners are also applied inwardly. We seek to measure and “take the pulse” of our own capacity in seeking ways to validate our effectiveness.

Our M&E team has drafted a mini-assessment pilot to begin next quarter using a mix of qualitative and quantitative methods such as case study analysis, focus group discussions, surveys and a modified OCA to illustrate how Africa Lead’s interventions are contributing to improved capacity and performance of individuals, institutions and networks, and ultimately to systems changes.

The mini-assessment focuses on selected entities with whom Africa Lead has deeper engagement through one or more of its capacity development interventions to provide a measure of successes, challenges and observed outcomes, and draw lessons and recommendations.

INFORMATION-SHARING CONSULTATIONS AND COORDINATION

Africa Lead participated in several meetings with USAID partner organizations to share learning and consider strategic efficiencies. In Ghana, we took part in the USAID-Agriculture Policy Support Project consultative workshop organized in collaboration with the Seed Producers Association of Ghana and the Seed Trade Association of Ghana. Participants at the November meeting deliberated on the establishment of an all-inclusive national umbrella seed association with a broad and combined expertise of a wide range of stakeholders to optimize resources and create synergies towards addressing the many barriers to seed value chain activities in Ghana and West Africa.

The different seed stakeholders resolved to form a National Seed Trade Association of Ghana with an interim seven-member executive committee nominated to steer the process of formation including securing office location, staffing, equipping, resource mobilization, and the implementation of the private sector-related components of the national seed plan.

Africa Lead also joined other USAID/Ghana implementing partners in October in Tamale to participate in the 2015 pre-harvest program hosted by implementer ACDI-VOCA. Deliberations at the program centered on factors influencing pre-harvest in the zone of influence. Africa Lead mounted a booth at the ceremony to showcase the project’s services. The program provided a platform for producers and buyers of agricultural products/produce to network and acquire information on the services provided by the various USAID-supported programs in the country.

Africa Lead provided technical and logistical support for the FTF partners meeting in Kenya in October. The objectives of the meeting were threefold:

1. Identify areas for increased or potential collaboration
2. Quantify each partner’s contribution toward FTF’s top-line goals
3. Identify mechanisms for communication and collaboration among implementing partners



During the meeting, partners identified five areas that could form the basis for collaboration including: market access; policy, research and technology; nutrition; access to capital; and innovations. The partners agreed that enhanced collaboration will result in better value for money, impact, scaling, harmonization, and avoidance of conflict.

The Implementing Partners Policy group in Senegal, including Africa Lead, met to discuss their various interventions and develop a table of potential synergies in their respective interventions. The other four projects are: Naatal Mbay (Engility Corporation), ERA (Virginia Tech), Comfish, and PAPA (IFPRI-MSU). The group completed a survey on their areas of policy interventions from which 23 policy-related areas were identified. The group will meet next quarter to discuss these outcomes and draft a road map.

In addition to participating in USAID's Bureau of Food Security Policy Division Partners Meeting in Washington, D.C., in December, Africa Lead also facilitated a session on "Strengthening Local Policy Partnerships." Our session examined the relative importance of investing in local policy systems in response to the overall meeting objective to identify ways to accelerate policy change and policy capacity through partner mutual learning and collaboration.

In our session we shared lessons and approaches for:

- a) strengthening local supply, demand, and capacity for quality policy analysis, and
- b) supporting multi-stakeholder partnerships with shared understanding of the problem and possible solutions.

The discussion revealed a shared motivation to build more local policy capacity across stakeholders, including in research institutions and government agencies and also with the private sector and civil society. We examined best practices to strengthen local capacity and engagement in policy formulation, and identified key actions to which partners can contribute.

The last word goes to our Africa Lead Champion for Change, Muthomi Ernest:

"Most farmers call us and say they are looking for a particular fertilizer or have a disease they do not understand and would like our help. Being very few, we cannot help most of them and this bothers me. I have been wondering what to do to solve this. . . ."

"I am playing my part as a Champion for Change to find meaningful solutions to agricultural problems in Africa. The C4C trainings opened up my eyes to the opportunities available not just in agricultural transformation but in providing opportunities for young people to exercise their creativity in solving some of these problems through technology."

ANNEX A: AFRICA LEAD EAST AND SOUTHERN AFRICA REGIONAL OFFICE ACTIVITIES

EAST AFRICA MISSION

\$2,338,497 TOTAL (Sept. 2015)*

ACTIVITY CLUSTER	DESCRIPTION OF ACTIVITIES IN CLUSTER	INDICATORS	TIMELINE	STATUS
CAPACITY DEVELOPMENT SERVICES	• Oversee grant to AFAP to establish an East and Southern African Fertilizer Stakeholders' Forum that will drive improvements in enabling environment for private investment (FY 15 carryover)	1.8	Q1	In progress
	• Provide TA to AFAP: undertake a broader OCA to identify areas for strengthening institutional capacity for its role in advocating for better business environment	1.3, 1.4, 1.8	Q1	Completed
	• Organize C4C Network—Post incubator project innovation fund for Champions to discuss and debate transformational activities in areas such as knowledge sharing, learning and networking, ideally through the use of media and technology	TBD	Q1–Q4	In progress
	• Develop Inspiring Youth Agribusiness TV and interactive SMS platform—“ <i>Makutano Junction</i> ” family show (8 30-minute episodes across two 13-episode seasons introducing new character and storyline to reach the award-winning program’s 11 million viewers in Kenya, Tanzania and Uganda) and pilot “ <i>Don’t Lose the Plot</i> ” (13 30-minute episode reality show on partner Mediae’s popular Shamba Shape Up (SSU) brand that reaches 9 million people each week in Kenya, Uganda and Tanzania (Developed FY15)	1.5	Q1–Q4	In progress
	• Coach African Seed Trade Association (AFSTA) through comprehensive OCA to ready the Assn. to lead the seed policy community for transformation of the seed industry	1.3, 1.4, 1.8	Q2	Delayed (TBD)
	• Support Intergovernmental Authority on Development (IGAD): Institutional development technical assistance to identify key areas needing attention for IGAD to perform its role addressing regional agriculture development challenges at a very high level	1.5	Q2–Q4	In progress
	• Conduct impact evaluation for “ <i>Don’t Lose the Plot</i> ” TV series	1.5	Q2–Q4	In progress
	• Provide TA to AFAP: follow-up OCA with capacity building /institutional strengthening that is strategic and focused on the few areas considered critical to performance	1.3, 1.4, 1.8	Q2–Q4	In progress

* The financials are proximate totals for program budgets based on funds remaining from obligations current at the time of this work plan, Sept. 2015.



ACTIVITY CLUSTER	DESCRIPTION OF ACTIVITIES IN CLUSTER	INDICATORS	TIMELINE	STATUS
	Support AFSTA in conducting Seed System Feasibility study to ground the work in evidence-based thinking that will determine areas amenable to change towards a stronger market-based seed system	1.5	Q3–Q4	In progress
	• Embed AFSTA Technical Advisors for coaching based on OCA; the advisors will help AFSTA leaders establish systems for learning, adapting and improving performance	1.8	Q3–Q4	In progress
POLICY PROCESS SERVICES	• Organize semi-annual Regional FTF Trade Meeting with agenda design, facilitation, logistics to ensure that information sharing is clear and effective and serves the goal of implementation of policy priorities and sharing lessons learned from across the region and initiatives	1.6, 1.7	Q2	Delayed (TBD)
	• Support the Seed Mutual Accountability Meeting	1.6, 1.7	Q2–Q3	In progress
	• Facilitate East Africa Community (EAC) IAA Follow-on to prioritize elements of policy change process that most need attention for the regional policy process to work optimally	2.3	Q3	In progress
	• Support Aflatoxin Follow-on w/ EAC in order to determine how to address the phytosanitary, health and trade matters related to Aflatoxin in the EAC region	2.3	Q3	Delayed (TBD)
KNOWLEDGE SHARING SERVICES	• Agriculture Education Assessment; Research institutionalization of curriculum, e.g. Leadership Training, so as to reach scale and make the training sustainable	1.5	Q1	In progress
	• Organize the Regional Economic Integration (REI) team building meeting	1.6, 1.7	Q1	Completed
	• Organize Horn of Africa: Joint Planning Cell (JPC) Annual Meeting including agenda design, facilitation, logistics in order to ensure efficient exchange of information towards cohesive program planning	1.6, 1.7	Q2	Delayed (Q3–Q4)
	• Support the Regional Seed Meeting (EA, SA, WA) involving USAID personnel across regions to share and coordinate work around seeds	1.6, 1.7	Q2–Q3	Delayed (TBD)
	• Facilitate EA Mission Quarterly Thematic Coordination Meetings agenda		Q2–Q4	Delayed (Q3–Q4)

KENYA MISSION

\$1,906,500 TOTAL (Sept. 2015)*

ACTIVITY CLUSTER	DESCRIPTION OF ACTIVITIES IN CLUSTER	INDICATORS	TIMELINE	STATUS
CAPACITY DEVELOPMENT SERVICES	• Follow up technical assistance for Bomet and Taita Taveta counties stemming from OCA findings	1.8	Q1–Q3	In progress
	• Continue C4C trainings for county/national institutions, private sector, Ministry of Agriculture, livestock and fisheries, various national, non-state actors, community based organizations (including women and youth) to build team spirit, strengthen understanding of CAADP and Malabo and develop skills for change management and policy development and management	1.1, 1.2	Q1–Q4	In progress
	• Support package for FTF Arid and Semi-Arid Lands (ASAL) counties to include customized C4C training and teamwork/capacity strengthening	1.1, 1.2, 1.8	Q2	In progress
	• Undertake OCAs or support for institutional strengthening for a few key institutions in order to help build up learning organizations through facilitated self-assessments such as: — National Drought Management Authority — Kenya Livestock Marketing Council — Tegemeo Institute — Kenya National Farmers' Federation	1.3, 1.4	Q2–Q4	In progress
POLICY PROCESS SERVICES	• Provide technical assistance on IAA follow-up: national - county linkages in agriculture policies and programs focused on learning, sharing information, strengthening communication and coordination, and action planning. Could include Agriculture Policy Learning Events (APLEs) and validation workshops (2–4)	1.6, 1.8	Q2–Q4	In progress
KNOWLEDGE SHARING SERVICES	• Support the FTF implementing partners meeting to strengthen information sharing, learning and coordination of programs aimed at the transformation of agriculture with logistics	1.6, 1.7	Q1	Completed
	• Facilitate cross-county issues with Kenya Counties in order to reinforce cross-county collaboration on trans-boundary issues related to agriculture policy	1.6, 1.7	Q2–Q4	In progress

* The financials are proximate totals for program budgets based on funds remaining from obligations current at the time of this work plan, Sept. 2015.



TANZANIA MISSION

\$2,539,521 TOTAL (Sept. 2015)*

ACTIVITY CLUSTER	DESCRIPTION OF ACTIVITIES IN CLUSTER	INDICATORS	TIMELINE	STATUS
CAPACITY DEVELOPMENT SERVICES	• Offer Local Government Authorities (LGA): 5-day customized C4C training for District Agriculture Development Planning Teams also known as District Facilitation Teams (FY15 carryover/FY16)	1.1, 1.2	Q1	Completed
	• Offer customized C4C for Platform for Agricultural Policy Analysis and Coordination (PAPAC)	1.1, 1.2	Q2	Delayed (TBD)
	• Conduct Master Trainer-of-Trainers Facilitation Workshop to create a cadre of professional trainers who are able to effectively organize and train key high profile stakeholders like Members of Parliament, Regional Commissioners, LGA and leaders of non-state organizations	1.1, 1.2	Q2	Delayed (Q3–Q4)
	• Support State House Youth Fellowship Program, modeled after the US White House Fellows program, to provide high-level work experience and skills in public service, expose promising youth to national development priorities, including agriculture	1.1, 1.2	Q2	Delayed (TBD)
	• Provide capacity building for SUGECO aligned with a strategic and operational plan currently under review to strengthen its role in training agriculture and agribusiness entrepreneurs who will transform agriculture	1.8	Q2	In progress
	• Design and host a Mandela Fellows C4C Training or Learning Event to provide practical experience and opportunities for Mandela Fellows to put to practice learning from their time in US	1.1, 1.2	Q2	Delayed (TBD)
POLICY PROCESS SERVICES	• Support PAPAC: Process Development to strengthen change management skills related to achieving the Malabo Declaration goals and strengthen strategic policy analysis and coordination across ministries, departments and agencies as well as organized stakeholder groups	1.6, 1.7	Q2	Delayed (TBD)

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ACTIVITY CLUSTER	DESCRIPTION OF ACTIVITIES IN CLUSTER	INDICATORS	TIMELINE	STATUS
KNOWLEDGE SHARING SERVICES	<ul style="list-style-type: none"> Organize New Alliance Partnership Accountability Committee Meeting agenda design, facilitation, logistics in order to strengthen the benefit that is to accrue to agriculture policies, programming and investment from the New Alliance Cooperation Frameworks 	1.6, 1.7	Q2–Q3	Delayed (TBD)
	<ul style="list-style-type: none"> Organize USAID/Tanzania: Economic Growth Internal Partners Meeting: agenda design, facilitation, logistics to help ensure that all programs build upon and learn from each other 	1.6, 1.7	Q2–Q3	In progress
	<ul style="list-style-type: none"> Organize USAID/Tanzania: Economic Growth External Partners Meeting agenda design, facilitation, logistics to ensure broader collaboration and development of critical mass for transformational change 	1.6, 1.7	Q2–Q4	In progress
	<ul style="list-style-type: none"> Produce Women and Youth Multi-media programming on modern farming and agribusiness entrepreneurship that will communicate and reinforce key messages in leadership, management and agricultural development to influence the way millions of women and youth think about farming and agribusiness 	1.5	Q2–Q4	In progress
	<ul style="list-style-type: none"> Conduct Impact Assessment for Women and Youth Media Activity to examine the results of the television, radio and other media products produced 	1.5	Q2–Q4	In progress



ANNEX B: AFRICA LEAD WEST REGIONAL OFFICE ACTIVITIES

WEST AFRICA MISSION

\$1,124,071 TOTAL (Sept. 2015)*

ACTIVITY CLUSTER	DESCRIPTION OF ACTIVITIES IN CLUSTER	INDICATORS	TIMELINE	STATUS
CAPACITY DEVELOPMENT SERVICES	<ul style="list-style-type: none"> Facilitate institutional audit and OCA for CORAF to identify in a holistic way those areas that still need attention for CORAF to become a higher performing and a learning organization providing improved service to its stakeholders 	1.3, 1.4	Q1	In progress
	<ul style="list-style-type: none"> Support the establishment of a sustainable Gender and Climate-Smart Agriculture (CSA) advisory network to ensure that evidence is fully taking into consideration in designing CSA programs 	1.6, 1.7, 1.8	Q1	In progress
	<ul style="list-style-type: none"> Apply OCAs: and implement capacity development plans intended to provide focused and strategic broad capacity building support for improved performance of each organization's mandate: CORAF/WECARD, CILSS, ROPPA, ECOWAS, Le Hub Rural 	1.3, 1.4	Q1–Q2	In progress
	<ul style="list-style-type: none"> Recruit and assign Young Professional Associates (interns) to CORAF/WECARD, CILSS and ECOWAS DARD to fill gaps and provide on-the-job training to young agriculture professionals 	1.1, 1.2	Q2	In progress
POLICY PROCESS SERVICES	<ul style="list-style-type: none"> Provide technical and logistical support for the planning and organization of the ECOWAS/ Economic Community of West African Policy (ECOWAP) +10 Joint Sector Review meeting as model of a mutual accountability process for agriculture and food security at the Regional Economic Community (REC) level 	1.6, 1.7, 1.8	Q1	Completed
	<ul style="list-style-type: none"> Provide technical and logistical support during for ECOWAP JSR preparatory and workshops with NSAs and donors to be held in the region as a way of strengthening NSA involvement and engagement in the ECOWAS Agriculture Sector JSR mutual accountability process 	2.6	Q1	Completed
	<ul style="list-style-type: none"> Assess and analyze commitments and contribution of ECOWAP donor group and produce report for regional JSR in order to improve the effectiveness of the ECOWAS JSR 	1.5	Q1	Completed

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ACTIVITY CLUSTER	DESCRIPTION OF ACTIVITIES IN CLUSTER	INDICATORS	TIMELINE	STATUS
KNOWLEDGE SHARING SERVICES	<ul style="list-style-type: none"> • Support in producing a White Paper on Gender and Climate-Smart Agriculture in West Africa to help build up an evidence-based approach to addressing climate change and establishing resilient agriculture 	1.5	Q1	In progress
	<ul style="list-style-type: none"> • Organize Rice Business Meeting in Dakar, Senegal to help strengthen evidence base for rice policy in the region 	1.6, 1.7	Q1	Completed
	<ul style="list-style-type: none"> • Conduct quarterly monitoring review sessions to Le Hub Rural to provide ongoing feedback and support on technical support provided 	1.6, 1.7	Q1–Q4	In progress
	<ul style="list-style-type: none"> • Support ECOWAS to develop a Knowledge Management & Communication Systems 	1.8	Q2	Delayed (TBD)
	<ul style="list-style-type: none"> • Support the organization of USAID/ECOWAS/WA Trade Hub working group meeting on ProFAB (Food Across Borders Programme) 	1.6, 1.7	Q2	Completed
	<ul style="list-style-type: none"> • Help CORAF to determine how to play a productive role in strengthening the role of the private sector in regional research 	1,8	Q4	Delayed (TBD)



GHANA MISSION

\$909,815 TOTAL (Sept. 2015)*

ACTIVITY CLUSTER	DESCRIPTION OF ACTIVITIES IN CLUSTER	INDICATORS	TIMELINE	STATUS
CAPACITY DEVELOPMENT SERVICES	• Deliver technical assistance to the Savanna Agricultural Research Institute (SARI) to facilitate the development of SARI's new strategic plan	1.8	Q1	Cancelled
	• Deliver technical assistance and training to the Real Sector Division (Agribusiness unit of the Ministry of Finance, MOF) to improve evidence-based planning, monitoring, and evaluation skills of the division staff	1.1, 1.2	Q1–Q2	In progress
	• Support the institutional capacity of University of Ghana, University of Cape Coast, Savanna Agricultural Research Institute (SARI) and MOF to manage and implement USAID government-to-government grant through delivery of short course and technical assistance in: work planning, program design, project management, monitoring and evaluation, stakeholder engagement and advocacy	1.8	Q1–Q4	In progress
	• Design and deliver advocacy, resource mobilization and leadership courses for key NSA and C4C groups so they can play a more productive role in policy development and mutual accountability	1.1, 1.2	Q1–Q4	In progress
	• Support the delivery of C4C leadership (cascade training) short courses for agricultural transformation	1.1, 1.2	Q1–Q4	Completed
	• Facilitate and catalyze partnerships between C4C networks, agribusinesses, agricultural universities and research institutions	1.6, 1.7	Q1–Q4	In progress
	• Support C4C network activities including youth and women's groups to engage in CAADP-related initiatives	1.8	Q1–Q4	In progress
	• Design innovative agribusiness internship programs with commercial farms, financial institutions, business advisory service providers and agro-processing host entities	1.1, 1.2	Q1–Q4	In progress
	• Organize and hold private sector/NSA business roundtables and networking events to help strengthen mutual accountability for improved policies and programs	1.6, 1.7	Q2	In progress

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ACTIVITY CLUSTER	DESCRIPTION OF ACTIVITIES IN CLUSTER	INDICATORS	TIMELINE	STATUS
	• Award grants to improve organizational capacity of NSAs to design, implement, manage and scale up agricultural/food security development and policy support programs	1.8	Q2	In progress
	• Design and deliver customized packages of technical assistance and training to selected agribusiness associations and private sector organizations	1.1, 1.2, 1.8	Q2	In progress
	• Recruit young professionals to bridge institutional capacity gaps and support development of internship programs accordingly	1.1, 1.2, 1.8	Q2–Q3	In progress
	• Monitor beneficiaries' application of acquired skills to measure results and provide further capacity building support as needed	TBD	Q2–Q4	In progress
	• Deliver program design and Results Based Management (RBM) short courses to key NSA group leaders	1.1, 1.2	Q3	In progress
POLICY PROCESS SERVICES	• Assist Ministry of Food and Agriculture to effectively and efficiently improve the JSR process by implementing the recommended outlined JSR process within the CAADP framework	2.6	Q1–Q3	In progress
	• Develop guidelines and train CSOs to equip them with the skills to participate in JSR meetings in order to strengthen this mutual accountability tool	1.1, 1.2	Q2	In progress
	• Sensitize NSAs on mutual accountability and JSR processes and strengthen motivation based on CAADP and Malabo Declaration principles and goals	1.6, 1.7	Q2	In progress
	• Support and facilitate JSR readiness assessment, annual JSR meetings and new alliance validation workshops	1.6, 1.7	Q3	In progress
KNOWLEDGE SHARING SERVICES	• Design collaborative multi-media platforms to provide virtual learning and information sharing spaces for C4C networks through grant completion funding	1.5	Q2	In progress
	• Support Ghanaians to participate in national and regional AUC, NPCA, CAADP meetings, workshops, short courses and events such as Grow Africa, and G8 New Alliance to accelerate program and policy innovations based on access to new information from peers	1.6, 1.7	Q2–Q4	In progress



SENEGAL MISSION

(\$162,757) TOTAL (Sept. 2015)*

ACTIVITY CLUSTER	DESCRIPTION OF ACTIVITIES IN CLUSTER	INDICATORS	TIMELINE	STATUS
CAPACITY DEVELOPMENT SERVICES	• Develop and implement capacity building plans for government agencies (BOS, DAPSA, MAER, APIX, UNACOIS), private sector organizations	1.3, 1.4	Q1	In progress
	• Deliver training and technical assistance including coaching and mentoring to develop strategies for investment promotion for BOS/PSE, DAPSA, MAER, APIX, UNACOIS and selected private sector organizations	1.1, 1.2, 1.8	Q1–Q4	In progress
	• Deliver technical support to APIX) to : — strengthen investment promotion, after-care department and M&E systems — design and roll out an Online Investment Platform — develop an action plan to address constraints to agricultural investments and to promote agriculture investments — strengthen APIX investment promotion and retention capacity	1.8	Q1–Q4	In progress
	• Review roles and responsibilities, strengths and weaknesses of New Alliance for Food Security and Nutrition stakeholders and other private sector firms engaged in agriculture activities (<i>FY15 carryover</i>)	1.8	Q2	In progress
	• Design and deliver policy analysis short courses for interested universities/research or “think tanks” members	1.1, 1.3	Q2	In progress
	• Strengthen existing policy dialogue platforms for private sector through training, coaching and technical assistance	1.1, 1.2	Q3	In progress
	POLICY PROCESS SERVICES	• Strengthen JSR process and conduct stakeholder and JSR report validation workshops for improved mutual accountability and stakeholder engagement in policies	2.6	Q1
• Support MAER in the organization and facilitation of the JSR to maximize learning and ability to change policies and programs based on outcomes of reviews		1.8	Q1	In progress
• Support agriculture sector working group and platforms in collaboration with Michigan State University (MSU)-IFPRI		1.8	Q2–Q4	In progress

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ACTIVITY CLUSTER	DESCRIPTION OF ACTIVITIES IN CLUSTER	INDICATORS	TIMELINE	STATUS
KNOWLEDGE SHARING SERIES	• Conduct research on best practices and case studies from other countries to inform creation of the public-private policy dialogue platform in Senegal	1.5	Q1	Delayed (Q2)
	• Facilitate strategic coordination meetings to improve the coordination of agriculture investment programs	1.6, 1.7	Q1–Q4	In progress
	• Strengthen and support private firms in agriculture value chain related consultative and problem-solving forums (<i>FY 15 carry-over</i>)	1.8	Q1–Q4	In progress
	• Map and assess the performance of existing public-private policy dialogue and platforms to identify priority strategic interventions	1.5	Q2	In progress
	• Support the creation/strengthening of Knowledge Management (KM) and M&E systems on investment support and promotion for BOS, MAER, DAPSA, La Direction Régionale du Développement Rural /Regional Management of Rural Development (DRDR), APIX, and private sector organizations	1.8	Q3	In progress



NIGERIA MISSION

\$150,719 TOTAL (Sept. 2015)*

ACTIVITY CLUSTER	DESCRIPTION OF ACTIVITIES IN CLUSTER	INDICATORS	TIMELINE	STATUS
CAPACITY DEVELOPMENT SERVICES	<ul style="list-style-type: none"> • Provide technical support in the form of coaching to the 17 departments and 7 units of FMARD to enable them finalize their respective M&E plans and establish M&E systems to facilitate the provision of quality information on which FMARD can plan and make decisions 	1.1, 1.2, 1.8	Q1–Q4	In progress
	<ul style="list-style-type: none"> • Train the staff of FMARD Department of Planning and Policy Coordination staff in Results Based Management (RBM)/ Monitoring and Evaluation 	1.1, 1.2	Q2	Completed
	<ul style="list-style-type: none"> • Strengthen the capacity of the agribusiness sub groups and collaborate with the agribusiness sector to organize high-level advocacy and leadership programs for key industry heads in the sector 	1.6, 1.7, 1.8	Q2–Q3	In progress
	<ul style="list-style-type: none"> • Build the capacities of 25 desk officers of the Sustainable Development Goals (SDGs) on effective implementation and collaboration with other stakeholders and reporting on results 	1.1, 1.2	Q2–Q3	In progress

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DEMOCRATIC REPUBLIC OF CONGO MISSION

\$354,318 TOTAL (Sept. 2015)*

ACTIVITY CLUSTER	DESCRIPTION OF ACTIVITIES IN CLUSTER	INDICATORS	TIMELINE	STATUS
CAPACITY DEVELOPMENT SERVICES	• Deliver C4C leadership, policy analysis, advocacy results based management courses to government and non-state actor groups to build groundswell for commitment to CAADP processes and NAIP	1.1, 1.2	Q1–Q4	In progress
	• Organize mixed study tours/groups for Congolese to attend continental, regional, meetings and forum & other Africa Lead Partner countries to witness enhanced agricultural policy implementation and initiatives	1.7	Q3–Q4	In progress
POLICY PROCESS SERVICES	• Support meetings and writing of reports of the GIBADER, the donor group and Groupe Thematique (GT-9), the Thematic Group for Agriculture and Rural Development to build collaboration and strengthen coordination (<i>FY15 carryover</i>)	1.6, 1.7	Q1–Q4	In progress
	• Assist civil society partners to organize & train stakeholders to examine two policy issues such as: land security, access to seeds, to water, to energy, food safety, financing, and crop insurance	1.8	Q2	In progress
	• Strengthen and support a multi-stakeholder policy working group and agriculture coordination unit in the DRC for increasingly coherent agriculture policies and programs	1.8	Q2–Q4	In progress
	• Support selected policy champions to design and implement advocacy campaigns, i.e. perhaps for the adoption of the measures of application of the Loi Agricole (Agricultural Law)	1.1, 1.2	Q2–Q4	In progress
	• Facilitate multi-stakeholder APLE's (Agriculture Policy Learning Events) and policy dialogues to raise awareness of key policy issues and showcasing lessons learned & successes in other countries	1.6, 1.7	Q4	In progress
	• Conduct a political economy analysis of the agricultural process in the DRC to better understand the actors and their interests, bottlenecks & propose solutions that within the political-economy realities of DRC agriculture have a chance of success	1.5	Q1–Q2	In progress
KNOWLEDGE SHARING SERVICES				

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ANNEX C: AFRICA LEAD BETHESDA OFFICE ACTIVITIES

BUREAU OF FOOD SECURITY/OTHER DC UNITS

\$7,009,686 TOTAL (Sept. 2015)*

ACTIVITY CLUSTER	DESCRIPTION OF ACTIVITIES IN CLUSTER	INDICATORS	TIMELINE	STATUS
CAPACITY DEVELOPMENT SERVICES	<ul style="list-style-type: none"> Conduct 2-day NSA Capacity Building—CAADP/Malabo Sensitization Workshops in West Africa (Nigeria, Senegal, Ghana) on CAADP, Malabo, JSRs, New Alliance, Grow Africa, country level context, priorities and policies (<i>rolled out FY15</i>) 	1.1, 1.2	Q1–Q2	In progress (WA Regional JSR [ECOWAP] Completed in Q1)
	<ul style="list-style-type: none"> Complete NSA Mapping Pilot in Tanzania and one country in West Africa, Senegal and transition mapping capacity development and platform to CNC/NSAs 	1.8	Q1–Q2	In progress
	<ul style="list-style-type: none"> Institutionalize Champions for Change Leadership and Change Management Course in the Agriculture and Agribusiness Institute (ISAE) of Senegal's Universite Cheick Anta Diop (UCAD) and to prepare ISAE professors to deliver the course to its three main types of audience – students, continuing education professionals, and local community and developing an approach that can then be replicated in other institutions of tertiary education elsewhere in Africa 	1.8	Q1–Q2	In progress
	<ul style="list-style-type: none"> Design new Training Program on Course Design, Coaching and Mentoring for AL cadre of trainers in ESA and WA – to enable trainers, facilitators, coaches and mentors who support the delivery of Africa Lead's C4C training and facilitation of JSR workshops to independently adapt and design experiential training courses that enable participants to apply and sustain critical leadership and technical skill sets required in their places of work 	1.5, 1.8	Q1–Q2	In progress (just approved)
	<ul style="list-style-type: none"> Support CNC/NSAs to participate effectively in AU and other stakeholders at key CAADP/Malabo and other meetings, workshops, and fora through FY16 	1.6, 1.7	Q1–Q4	In progress (WA Regional JSR [ECOWAP] Completed in Q1)
	<ul style="list-style-type: none"> Support CNC interim secretariat grant to aid organizational development, resource mobilization, funding CNC Coordinator position, registration, membership expansion, tracking and reporting (FY 15 1st grant) 	1.8	Q1–Q4	In progress

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ACTIVITY CLUSTER	DESCRIPTION OF ACTIVITIES IN CLUSTER	INDICATORS	TIMELINE	STATUS
	• Support Youth and Women-led Innovation for Leadership on Agricultural policy from C4C graduates, Mandela Fellows, other relevant programs to activate their learning/ leadership	1.1, 1.2	Q4	In progress
	• Pilot new course design, coaching and mentoring program to Africa Lead cadre of trainers in ESA and WA	1.5, 1.8	Q4	In progress (just approved)
POLICY PROCESS SERVICES	Support for implementation of Malabo Declaration (including ongoing IS&R roll out support):			
	• Support AUC (CAADP / Programme Support Facility) to strengthen Malabo communications and outreach: identify communication priorities (what strategic messages are needed, where, when, types of products/ media, etc.) and convene relevant stakeholders (i.e., technical convening on Malabo communication/outreach) to discuss modalities and develop operational plans for delivering key messages at national, regional and continental levels	1.8	Q1–Q2	Cancelled (will be done by Gates Foundation and Multi-Donor Trust Fund)
	• Facilitate AUC and NEPAD Planning and Coordinating Agency (NPCA) with development of technical networks: develop a support instrument/package/ approach to facilitate the development of network coalitions (potential sub-award activity, to be awarded by end of Dec 2015)		Q1–Q2	In progress
	• Support development of Terms of References for countries on NAIPs, Biennial Reviews, Policy for the implementation of Malabo Goals		Q2	In progress
	• Provide TBD facilitation and logistics support and Policy support	1.8	Q1–Q4	In progress
	Support for strengthening AUC/DREA organizational capacity (Note: After restructuring is clarified primary engagement will be with CAADP Program Support Facility):			
	• Support development of definitions of Clusters within AUC/DREA		Q1	In progress
	• Prepare financing package to support DREA operational structure		Q1–Q2	In progress



ACTIVITY CLUSTER	DESCRIPTION OF ACTIVITIES IN CLUSTER	INDICATORS	TIMELINE	STATUS
	<ul style="list-style-type: none"> • Build capacity on team building, leadership skills development, collaboration across clusters 		Q1–Q4	In progress
	Support for DREA Technical Staff & Operations:			
	<ul style="list-style-type: none"> • Provide Staff support 		Q1–Q4	In progress
	<ul style="list-style-type: none"> • Provide Program support 		Q1–Q4	In progress
	Support for the New Alliance team and their integration into AUC/DREA: Salaries and resource support for the work of the New Alliance			
	<ul style="list-style-type: none"> • Support Policy Mutual Accountability processes (JSR and other) continuing collaboration with IFPRI/RESAKSS at the national, regional and continental levels (possibly also at the sub-national levels such as counties in Kenya) facilitating JSRs, Biennial Review and related processes to fully open the door to NSA stakeholders to fully participate 	2.6	Q1–Q4	In progress
	<ul style="list-style-type: none"> • Provide Training to NSA for Engagement in Mutual Accountability processes through sensitization/training on CAADP and Malabo plus skills and tools related to policy analysis and advocacy and building more effective cross-stakeholder networks through information exchange platforms and country workshops conducted in coordination with CNC 	1.1, 1.2	Q1–Q4	In progress
	<ul style="list-style-type: none"> • Organize, collaborate and lead Local Policy Exchanges/ Local Learning events (local policy partnerships) on Policy Plans building specific policy analysis capacity at local (county and national level, focused on specific policies) convenings on policy plans, likely to be done in collaboration with AUC/DREA and RECs and IFPRI/RESAKSS 	1.6, 1.7, 1.8	Q1–Q4	In progress

ACTIVITY CLUSTER	DESCRIPTION OF ACTIVITIES IN CLUSTER	INDICATORS	TIMELINE	STATUS
KNOWLEDGE SHARING SERVICES	• Provide TA for CNC/NSA Branding and Communications Program increased stakeholder and public awareness of CAADP/Malabo and the key role of private sector	1.8	Q1–Q2	In progress
	• Draw Lessons from past portfolio to refine Organizational Capacity Assessments and Organizational Performance Indexes (OCA/OPI) for improved sustainability and Impact including theory and approaches addressing effective ways to measure impact and make the regular measurement of performance vis-à-vis key client groups a habitual part of any organization's practices and systems	1.5	Q1–Q2	In progress
	• Test custom indicators for measuring systems change including exploring OCA et al. measures of performance of networks or platforms, forms of index through scoring of key aspects of capacity/performance	1.5	Q1–Q3	In progress
	• Conduct Early Generation Seeds (EGS) country studies in 6 countries – Mozambique, Rwanda, Kenya, Zambia, Senegal and Nigeria, review EGS country studies from another 6 countries, do synthesis of all studies, support Regional Technical Convenings and provide models for EGS Investment programs to build up improved Early Generation Seed systems as a way of jump starting greater productivity in African agriculture	1.5	Q1–Q3	In progress
	• Produce Africa Lead Lessons knowledge products including text, video, mixed-media in English and French	1.5	Q1–Q4	In progress
	• Provide TA to CNC Mutual Accountability Score Carding assessment of status/progress on NSA country, regional and continent-level integration and commitments to CAADP/Malabo principals, approaches, objectives, agreements	1.8	Q2–Q3	In progress
	• Investigate feasibility for Complexity Aware Monitoring pilot	1.5	Q2–Q4	In progress
	• Develop Africa Lead Online Learning Portal including C4C modules, webinars, learning circles	1.5	Q3–Q4	In progress



ANNEX D: AFRICA LEAD MOZAMBIQUE OFFICE ACTIVITIES

MOZAMBIQUE MISSION

\$2,603,277 TOTAL (Sept. 2015)*

ACTIVITY CLUSTER	DESCRIPTION OF ACTIVITIES IN CLUSTER	INDICATORS	TIMELINE	STATUS
CAPACITY DEVELOPMENT SERVICES	• Support New Alliance Business Advisory Working Group (BAWG) to become self-sustaining and self-managing, assist in organizing regular meetings and ensuring the correct people are in the room (<i>FY15 carryover</i>)	1.8	Q1	In progress
	• Support CTA Institutional development: contribution to salary of Executive Director, ongoing support on implementation of public-private dialogue mechanism, institutional strengthening in financial and procurement activities	1.8	Q1	Completed
	• Support CEPAGRI (Ministry of Agriculture's investment promotion center) in relationships with companies that have signed Letters of Intent under New Alliance)	1.8	Q1	Cancelled
	• Support Ministry of Agriculture and Food Security (MASA) provision of strategic advisor to minister	1.8	Q1	In progress
	• Support MASA on CAADP process by supporting the implementation and reporting under the New Alliance for Food Security and Nutrition	1.8	Q1	In progress
	• Train New Ministers with Senior Institute for the Public Administration (ISAP) in leadership and management for applying economics principles	1.1, 1.2	Q1	Cancelled
	• Support Mozambique national fertilizer platform (AMOFERT) Fertilizer Forum to roll out strategic plan including analysis of legislation, support to develop advocacy around reduction of tariffs (<i>FY15 carryover</i>)	1.8	Q1–Q2	In progress
POLICY PROCESS SERVICES	• Improve process for developing policies which affect trade with Ministry of Industry and Commerce (MIC): reduction of transport and logistics costs focusing on internal maritime transport, role of compulsory terminals for movement of goods and other non-tariff barriers	2.3	Q1	In progress
	• Formalize public participation in policy process through supporting coalition of CSOs to pass legislation through parliament	1.8	Q1	In progress

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ACTIVITY CLUSTER	DESCRIPTION OF ACTIVITIES IN CLUSTER	INDICATORS	TIMELINE	STATUS
	<ul style="list-style-type: none"> Support MIC and CTA to engage with Trade Africa towards ratification of the Bali declaration—focus on impacts on trade in agricultural products 	1.8	Q1	In progress
	<ul style="list-style-type: none"> Conduct impact analysis of Africa regional trade protocols in Mozambique to support Trade Africa 	1.5	Q1	Completed
	<ul style="list-style-type: none"> Support AMOFERT in advocating for and ensuring implementation of tariff reductions and identifying other quick win actions (such as creation of Authorized Economic Operator status) to reduce the cost of fertilizer 	1.8	Q1	In progress
	<ul style="list-style-type: none"> Support Ministry of Land to streamline the process for obtaining land including land leasing 	1.8	Q1–Q2	In progress
KNOWLEDGE SHARING SERVICES	<ul style="list-style-type: none"> Launch website and media campaigns—ongoing knowledge sharing about all work undertaken—communication for policy change plus specific actions aimed at combating protectionist measures 	1.5	Q1	In progress
	<ul style="list-style-type: none"> Provide Success Stories to USAID for publication in “Transforming Lives”—based on activities undertaken and the way these have transformed the lives of specific individuals/stakeholders 	1.5	Q1	In progress
	<ul style="list-style-type: none"> Produce studies, analysis and disseminate along with communications campaign on the movement away from protectionist measures 	1.5	Q1	In progress
	<ul style="list-style-type: none"> Evaluate overall success and impacts of New Alliance with particular focus on constraints faced by companies that have signed Letters of Intent to invest bringing together all work undertaken on New Alliance topics (seeds, fertilizer, land, credit etc) with individual investors experiences to document what has happened and contribute to refreshing the New Alliance framework as well as informing future negotiations of this type of framework 	1.5	Q1–Q2	In progress



ANNEX E: INDICATORS PERFORMANCE TRACKING TABLE (IPTT)¹

#	Indicator Type	Indicator	FY16 (Y3) Target	Y3 Achieved by Quarter				FY16 (Y3) Achieved	LOP	
				Q1	Q2	Q3	Q4		Target	To date Achieved
Africa Lead II Goal: Better prioritized, designed, managed and measured agriculture policies, programs, and enterprises in Africa										
G1.1	Impact (FTF 4.5-3)	Percentage of agricultural GDP growth	NA						NA	
G1.2	Impact (FTF 4.5-12)	Percentage of national spending allocated to agriculture	NA						NA	
G1.3	Impact	Percentage change in private sector investment in agriculture	NA						NA	
Africa Lead II Strategic Objective: Improved institutional effectiveness for increased sustainable agriculture productivity and food security										
SO1.1	Outcome	Number of countries implementing prioritized and coordinated action plans based on their NAIPs	NA							
SO1.2	Outcome	Percentage of countries with improved year over year "Ease of Doing Business in Agriculture Index" ranking (BBA)	NA							
Intermediate Result 1: Improved capacity among key institutions to achieve their mandates in developing and managing national agricultural and food security programs										
1.1	Outcome	Percentage of individuals trained in leadership/management techniques who apply new knowledge and skills acquired	75%	100% ²					75%	85%
1.2	Output (FTF 4.5.2-7)	Number of individuals receiving USG supported short-term agricultural sector productivity or food security training	2,432	297					5,852	1,636
		% Women	35%	23%					35%	32%
1.3	Outcome	Percentage of institutions/organizations that show overall improvements in organizational capacity assessments and performance index	45%	-					65%	100% ³
1.4	Output	Number of organizational/institutional capacity assessments completed with support from AL II	18	1					59	15

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

² Reflects the three training six-month follow-up surveys results in Kenya- C4C TOT, Bomet and Taita Taveta Counties C4C training.

³ FY15 results for the three organizations where follow-up OCA assessment was conducted in Ghana (ICFAG, GNAFF and Heritage Seed Company).

#	Indicator Type	Indicator	FY16 (Y3) Target	Y3 Achieved by Quarter				FY16 (Y3) Achieved	LOP	
				Q1	Q2	Q3	Q4		Target	To date Achieved
1.5	Output	Number of knowledge products generated with support from AL II	15	6				75	25	
1.6	Output	Number of food security-related events supported by AL II	58	24 ⁴				210	184	
1.7	Output	Number of participants attending food security related events supported by Africa Lead II	3,670	1,843 ⁵				9,115	8,433	
		% Women	35%	39%				35%	40%	
1.8	Output	Number of organizations at the national and regional level receiving technical assistance under AL II	19	16				48	48	
1.9	Output	Number of organizations/institutions supported by AL II	565	455				1,082	1,832	
Intermediate Result 2: Enhanced capacity to manage policy change and reform across Africa										
2.1	Outcome	Number of countries with a strengthened JSR process as measured by milestones of a "Strong JSR"	TBD	-				TBD	-	
2.2	Outcome	Number of agriculture policies in countries' G-8 Cooperation Framework policy matrices that have been advanced along the policy development continuum	TBD	-				TBD	8	
2.3	Output/ Outcome (FTF 4.5.1-24)	Number of agricultural enabling environment policies completing the following processes/steps of development as a result of USG assistance	25	8				34	35	
		Analysis		4					33	
		Consultation		2					24	
		Drafting/revision		2					9	
		Approval							5	
		Implementation							6	
2.4	Output	Number of countries receiving Africa Lead II assistance	20	8				20	16	
2.5	Output	Number of countries with completed IAAs that are validated in stakeholder workshops	TBD	-				TBD	1	
2.6	Output	Number of JSR workshops conducted/facilitated	TBD	2				TBD	16	
Intermediate Result 3: More inclusive development and implementation of agriculture and food security policies and programs, through greater engagement of NSAs										
3.1	Outcome (FTF 4.5.2-42)	Number of private enterprises, producers organizations, water users associations, women's groups, trade and business associations, & community-based organizations (CBOs) that	50	-				156	19	

⁴ This includes nine training organized in the quarter.

⁵ Includes the training participants under indicator 1.2 above.



#	Indicator Type	Indicator	FY16 (Y3) Target	Y3 Achieved by Quarter				FY16 (Y3) Achieved	LOP	
				Q1	Q2	Q3	Q4		Target	To date Achieved
3.2	Output (FTF 4.5.2-11)	Number of food security private enterprises (for profit), producers organizations, water users associations, women's groups, trade and business associations, and community-based organizations (CBOs) receiving USG assistance	337	86				625	546	
3.3	Output (FTF 4.5.2-27)	Number of members of producer organizations and community based organizations receiving USG assistance	565	99				2,047	1,292	
3.4	Outcome	% women in JSR Steering Committee	35%	33%				35%	35%	
3.5	Outcome	Percentage of countries that have NSAs actively participating in JSR Steering Committee	TBD	-				TBD	-	
3.6	Outcome	Percentage of countries that have women's organizations actively participating in JSR Steering Committee	TBD	-				TBD	-	
3.7	Outcome	Percentage of NSAs that report satisfaction with their JSR participation	TBD	-				TBD	-	
3.8	Outcome	Percentage of policy commitments adopted by AU and national governments that are informed by CAADP NSA's policy agenda	40%	-				36%	-	
3.8	Outcome	Percentage of constituents represented by agriculture-focused NSAs participating in the JSR process	60%	-				70%	-	



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